

Working in Prevention with Actif North Wales

Sion Owen (Audit Wales)

Hello, this episode will be in Welsh. If your Welsh isn't up to following along, then we are completely fine with you skipping to the next one.

Hello and welcome to the Exchange, a podcast produced by Audit Wales.

I'm Siôn Owen, and I work for the Good Practice Exchange. Audit Wales is the body responsible for auditing the devolved public sector financially and in terms of performance, including the smaller Community Council and the Welsh Government, and all other bodies that lie between these two poles.

This chapter discusses preventative work, preventing problems from getting worse or arising in the first place is one of the five ways of working that are core to the Well-being of Future Generations Act.

According to Public Health Wales, committing to preventative action would result in a significant reduction in the burden and costs associated with disease in the health and care system, with a return of fourteen pounds derived from every pound invested.

Being active is a very important part of healthy living, and reducing the likelihood of a long-term condition or illness, and people living in poverty and deprivation are less likely to be active.

Actif North Wales works collaboratively at a systemic level across the North Wales counties to deliver part of this preventive work. Its vision is to enable everyone in North Wales to be more active, with convenient access to opportunities to be active.

There is a strong emphasis on collaborating in partnership, and also on place-based working. By being present and maintaining an open dialogue in communities, the officers who work on behalf of Actif North Wales build relationships and trust. And it is our place to facilitate solutions to the barriers that communities have to being more active.

I recently went to the Hub centre in Denbigh to learn more about the work of Actif North Wales, hearing from three people working across three different areas.

We're going to start by looking at one place, Cae Hywel in the uptown area of Denbigh, and Meg Moores who works for Grŵp Cynefin talks about her work.

Meg Moores (Grŵp Cynefin)

Meg I'm working at the hub in Denbigh as an Active North Wales Officer, three days a week focusing on Senior Town Denbigh.

Before Active, I've never been working the way I've been doing and I've been doing it since the years have gone on it's been showing me that the voice of the community is important and that they know what they want in their own community.

So I'll go out into the community to talk to the community to see what's stopping them from being active, what they'd like in town, is there any obstacle that they're not active, yes and just have those conversations with them.

I think every place is different and has different barriers, so listening to the community to see what's stopping them from being active is important, because they know their own place.

So the Youth Service came to us and there was a group of boys wanting somewhere safe to ride their bikes, so we went into the Youth Service for their Wednesday and Thursday sessions to see what's stopping us being active and from those conversations we learned they use the quarries and other unsafe place places so that's how the bumps and jumps started.

So we got the boys to do consultations with the community door knocking to see if the topic of bike riding in Denbigh is a problem and then we got over a hundred questions that come back saying that bike riding in town is not safe and a problem so and we're being lucky because there's Green Spaces funding available up here in Denbigh and then that's how we got the five tracks funded.

There's a divide in the town and then I'm thinking that you're bringing people from down town up town and it's more like a community up top here and you're bringing life back to top town.

You should see the effect this has on them from being just shy boys who don't say a lot and now they're helping to do the consultations around town, coming with us and other partners like DLL, Town Council to go to knock on doors to talk to the community and they're confident that you're flushing up.

I'm in the same position as them; I'm confident that I've changed completely after taking up the active job in making a new partnership with the community and confidence I've changed so much too.

And then I think it's a nice reel that partners are being helpful with this because PCSOs are around the track talking to the kids too and they've seen that kids don't wear helmets so they bring in funding to buy a helmet for the kids to be safe.

We contacted the community to see what stopped us from being active and one of the points on coming up was that the price of shoes and ice skates and exercise clothes was an expensive reel so we contacted Denbigh Harriers, a local running group and then they put out a mail asking for donations from trainers so it's a nice reel because there's only a Denbigh Harriers group in Donatio trainers from our e group from other areas donatio trainers, running groups so that's a nice reel and then we'll get about, from odd there are lowds of trainers and then I'll open for a couple of hours during the night for people who need trainers and then 33 pairs of trainers will go out to people who need trainers and from there they want to run and be more active so that's really nice.

Then we're coming in a family type from the area in top town in ca'l new trainers so we've tried that two times now. It's been nice to see people with the new trainers and really grateful for the trainers.

Sion Owen (Audit Wales)

Thank you for sharing your experiences Meg.

Well it's time to look wider now and look at Denbighshire as a whole. Denbighshire Leisure is the company that provides leisure services and opportunities in Denbighshire and they have been working closely with Actif North Wales.

Aled Williams who works for Denbighshire Leisure came to us to talk about his work.

Aled Williams (Denbighshire Leisure)

Aled Williams I'm Community Sports Manager for Denbighshire Leisure in Denbighshire.

Sion Owen (Audit Wales)

And then what is your relationship with Actif North Wales?

Aled Williams (Denbighshire Leisure)

Well relationship goes back a few years now we're coming back to Covid and on so we've been working closely with Team Manon and Mike and the Active since then it's been getting bigger and bigger every year and the relationship is getting stronger every time and the team is working closely with each other.

Dan ni di go from how do you say deliverers in English to the enablers, yes bring every- more people together round the bintend' Find a team of statistics in terms of the places under which we work, working with each other doesn't double down on using each other's expertise to an extent to different aspects of the job in terms of working in the places.

Sion Owen (Audit Wales)

Does the place you're working on have an impact on that?

Aled Williams (Denbighshire Leisure)

So, if you think of our work round the table with the partners, you think that the people who live in the places against now see the work under us trying to do behind the scenes as it were.

They're getting to know faces. You've been talking to Megan and everybody in the Denbigh hub before. So we think that the people in the top town of Denbigh know who is who when it comes to Megan and Elain and Llion, but also a team we also have Nic and Ffion who work in our team who do quite a bit in the Denbigh Ucha area, so we like to think that the local people are getting to know them too and know what we're talking about, and why we're here, why they see us and so on.

The place where I used to be, where we were putting the thing on, you know about it, you know, getting data and participation from the local people to what they want and you're trying that.

And if I'm working, well you're trying to listen to local people if you're turning something on.

Maybe nobody turns here whatever it is, but you're trying something. And it doesn't really matter if things don't happen the first time. But guess continue is the word about I know if things will go better.

Sion Owen (Audit Wales)

Do you see a difference from coming from your own work?

Aled Williams (Denbighshire Leisure)

Certainly there are some things where we started with nobody turning up in some things and I know there's about ten turning up plus. That takes time and that's one other important thing I think in terms of the work based on the place is things take a lot of time to settle down if you're able to make a turnover in weeks with this I think it takes time to get the right partners round the table, get the partners to listen to you.

Why are you knocking on their door all the time?

What are you doing?

We're going to do this. Do you want to be a part of it?

That takes a lot of time. Once everyone is on board as it were, things are a lot smoother afterwards and things can just be a lot easier. Because you have to remember that the partners' business is not the same as us.

They don't work on a place-based basis, but they fit the bill in terms of what we're trying to do as well. So it takes time to pass on to others what we're talking about.

But once it's in place, things flow pretty nicely and as I'm saying things can happen faster then.

Sion Owen (Audit Wales)

The minute you start building the trust and ball?

Aled Williams (Denbighshire Leisure)

Yes.

That's the biggest thing I think in the beginning; do the research in terms of who's the best round the board for the area. And then once everyone is on the table you go over the hurdle as it were.

And on to the next case there are quite a few hurdles until the finish line takes years.

Sion Owen (Audit Wales)

Is there a finish line?

Aled Williams (Denbighshire Leisure)

Yes good question, I'm putting myself in it.

No, there's always work to be done, people are getting older, children are growing up and you're new generations and children are going from babies to young people so there's always work to be done and everyone's comments don't always change.

So it's important to keep track of what people think.

Yes, a finish line? How many years, who knows?

Sion Owen (Audit Wales)

As far as they move then?

Then you talk a bit about the way of working. Do you have any examples of how you can share from the work and what effect does it have?

Aled Williams (Denbighshire Leisure)

The places we're pointing out are: Rhyl Central, Prestatyn Central, Tenbigh Ucha, Corwen and Llangollen are the biggest ones we're looking at.

And down in Corwen, for example, we've done a lot of work in the Clawdd Poncen area of Corwen and have helped other organisations working in that area as well to create quite a few activities, talk to local people.

Sessions like young mothers coming with their children to soft play type of thing. We were doing a lot of activity on the grass field, yet a lot of other partners coming on those days also to just try to get everyone active.

We help you in part, which is similar to the Denbigh hub. We help you on the five tracks down in Corwen too. There are five tracks in Corwen. There are five tracks in Denbigh.

It's our partners in Prestatyn. They've heard about those successes in Corwen and Denbigh. They've got five tracks in Prestatyn, so on to other successes in Prestatyn. We've got a lot of round table partners in Prestatyn too.

We talk quite often. And that's where the success comes from working on a basis where we get to know things that are going on in different areas and be able to do it again in another area if we feel like it.

So at the moment, the talk in Prestatyn is to try to get five tracks. But as we're doing in Corwen and Llangollen, we're doing a lot of sessions in Prestatyn as well.

As for example, a two-week, half-term, Chwerfor newydd fod, 'da ni'n gwneud neud be dan ni dweud yn Saesneg, family fun, teulu day yn yr ardal ceartiawn.

We've got that youth team, we've got that play team, we've got someone there making healthy food, we've got someone there doing dancing.

We're doing sports and we've got some forty or more families coming last week so that's a great success of what we're doing in Prestatyn.

Then Rhyl is then quite populated and there is a larger population there obviously. It's a different kind of work than in Corwen and Llangollen, where I say

the biggest problems in Llangollen and Corwen is that it's quite rural people find it difficult to get into a town, where in Rhyl people live in the town. But there are different problems or different challenges to do in Rhyl.

We're getting to do a lot more sessions as LGBTQ in Rhyl which is a good one. We're working a lot with Mind in Rhyl.

So every area is different, that is partnerships.

But yes, there's a lot of good stuff coming out in it, yes for sure.

Sion Owen (Audit Wales)

Are you working on the same principle of matching the demand and facilitating the gal- the demand and in the particular area 'lly?

Aled Williams (Denbighshire Leisure)

Yes, there were a lot of people coming to us in terms of playing for expert advice as if in terms of sports.

We're able to give that advice to a lot of people. Who to work with, what to do, how to start clubs, how to start sessions. We'll start off doing the sessions for them but obviously the finish line is that something is being run by someone local and there's no need to be there long term.

So, as we first mentioned if something goes on the finish line it's that then we can let someone community be and they can do their own sessions and they're all local people giving back to their local area for themselves.

Sion Owen (Audit Wales)

Yes, is there enough energy to keep him to go there lly?

Aled Williams (Denbighshire Leisure)

Yes.

Sion Owen (Audit Wales)

Diolch, and on that note, Diolch yn fawr i chdi Aled a diolch for sharing.

Aled Williams(Denbighshire Leisure)

Yes, thank you very much.

Sion Owen (Audit Wales)

It's time to take another step back now and look across the whole of North Wales with Manon Rees-O'Brien who is Active's Regional Director for North Wales.

Manon Rees O'Brien (Actif North Wales)

Manon Rees-O'Brien, Regional Director of the Actif North Wales partnership.

The purpose of Actif North Wales as a regional partnership is to bring together a host of different organisations across the system. It involves the six local authorities in North Wales, the Health Board, housing agencies, the universities and third sector organisations all to come together with inclusive organisations to support communities across the region.

To be more active.

Sion Owen (Audit Wales)

So work across the system.

Manon Rees O'Brien (Active North Wales)

I'm working across the system blindly that everyone has a role to play, because I don't think the messages have been clear enough over the years.

No, it is not the responsibility of one department or one team to consider the level of activity of the population. Everyone has a role to play in fa'ma, and that's what we're trying to do from the very beginning with the partnership, is to bring the different organisations that live across the system together so that everyone feels like they've been part of building the partnership.

Sion Owen (Audit Wales)

Has that been a big part of your goal as an organisation?

Manon Rees O'Brien (Active North Wales)

Yes, for sure. One of the important things as a partnership we need to do a lot more of it is listening.

'We're very good at moving into action thinking that we know what the obstacles are and what people want to do. 'We're very good at putting on a basketball session in the Leisure Centre at this time, because it suits us.

But we can't miss the point completely because we haven't started with listening and understanding what it's like to live in some of these communities, and what's good, what's strong and what people want to do, and what's preventing them from being active.

So, the goal is certainly to do a lot more listening. But also because the partnership is a whole system, is working out which partner has the trust of the community that we're trying to work with and support, because it's important that they're the ones who start the conversation, rather than being us as an organisation that's completely new to some of these communities.

So it's important that the conversation starts with individuals who are familiar with the community.

Sion Owen (Audit Wales)

Ia. Well, I got a bit excited after hearing so much about working in partnership and being part of the system, that we should wind back and discuss Actif North Wales. And you're trying to get people to be more physically active.

Why is that activity important then?

Manon Rees O'Brien (Active North Wales)

Well, I'm lucky I grew up in a family where being active was something we did naturally. My brother and sister and I had every opportunity to take part in a host of activities, but not everyone gets that opportunity.

For me, being active is not something that their family and their community do. So we need to wind back a little bit and share all the benefits that are then of being active and we have to do it carefully because there is a risk in trying to pack that I would also miss the goal.

We need to make sure that the messages we share with the communities and with partners are suitable for the audience. Because all the benefits, it's almost too much when you share it all with each other.

So you're talking about helping with health conditions like type two diabetes, you're talking heart conditions, different types of cancer.

Tibod, being active, living an active life can help reduce some of those opportunities. But then you also think about loneliness, and you think about in some of our communities, having the opportunity to go out and socialise and do something active is so, so important.

Not necessarily just for our elderly, but we're seeing children and young people spending so much more time at home so it's important that we see what the audience is like. And how do we then package the benefits of being active for them, because you're thinking about school-age children and being more active helps with mental health, with concentration at school, being able to develop confidence, develop skills.

There's so much, there's a load of interests there and people are talking about the silver bullet in a nutshell. If you could pack that into beings, that's what the silver bullet would be.

Well we need to package it in a certain way so that people see that it's for people like them rather than for people who wear it, you see an image of people with perfect bodies wearing expensive clothes, exercise, than for people like that to be active.

But what we're trying to say is that being active can be a whole lot of different things: For some people it's taking part in competitive sport.

For others it's just something more social, but it's about going for a walk, going for a bike if you have a bike, going for a swim fitness class.

There are so many different things that fall under the umbrella of being active.

Sion Owen (Audit Wales)

Yes, and that feeds into the whole agenda and the intention that public services work a lot more preventively than they have been?

Manon Rees O'Brien (Active North Wales)

Certainly, in it. And that's what we're trying to influence across the system is not just the organisations that work within this sector where it's important, but how we influence the other partners that are within our system: The housing organisations, local authorities, but not the leisure or sports development department.

How do we have conversations with the different departments within local authorities, and what is their role in this agenda as well?

Sion Owen (Audit Wales)

Yes, because there is a lot of evidence that working preventively is effective in a lot more areas than his health and it is somewhere where policy in general wants to get to in the end.

But by acting in the way that you operate, are you doing it in a much more collaborative way with your communities?

Manon Rees O'Brien (Active North Wales)

Certainly, as I said earlier, he doesn't want to do anything for anyone. What we're trying to do, we're working on the basis of strengths, so working with the communities to identify what assets they have within the community. We as a partner would see a green area as an asset, but from talking to some of the people who live in some of these communities, they don't see every area as an asset. We have examples in some areas that the lighting is bad, poor in some of the green areas, so they don't see it as somewhere for them, because they're too afraid to go there after dark.

So that's why the conversation with the partners is so important, because we need to know what it's like to live in these communities.

The co-operative, that element is so important, because one community is not like the other. So, although we pick up so many examples of good practice, but it's also important to say, not every thing works.

What we tell our teams across the region is, try, pilot. If we work, learn, and we'll move forward, but there's nothing I'm afraid of failing, because if we fail, it shows that we've tried something different, and that's as important as anything.

That's certainly the message we're putting out to our workforce is to try different things and to learn and when things work, if it's working in Wrexham, it's not necessarily going to work in Gwynedd.

Sion Owen (Audit Wales)

No, no matter what. Yet we're back to the silver bullet. And if things are as simple as that, we'll be in a different place.

All of this work sounds like an interpersonal type of work, working a lot with people, working a lot with communities, work that doesn't happen very suddenly.

Do you put emphasis on all things taking the time they need?

Manon Rees O'Brien (Active North Wales)

This is definitely one of the biggest shifts the workforce has had to deal with because the workforce has had to adapt from being providing opportunities to be active within communities for children and young people.

Moving to a completely different way of working, where offering the opportunities is something that comes from the community, and their role is a lot more about being a person who brings people together, the connectio is sign-posting, so the skills and experiences are completely different.

So that's why we've launched a workforce development plan with Actif North Wales and different partners. To be able to support the workforce working in these communities, that they feel confident and have the relevant experiences and skills to be able to work differently.

From the conversations we're having with our workforce across the region, that's one of the toughest things; things aren't moving fast and have developed a relationship or a bit of trust with individuals or groups. If someone is moving on or if something is changing they feel like they're kind of back to square one.

So certainly the message we give to everyone is that you can move at the speed of trust. So you can only move at the speed of trust and that's hard to start with because everyone is used to

deal with KPIs and this isn't a numbers game, it's about creating a long-term position to support people who live in these communities to feel active for them.

So we don't go after numbers, it's not about how many people come to the sessions, because in some communities having five people lead a session as part of a session is a huge success.

So in the past some of the officers were dealing sessions to twenty, thirty, forty young people, so we had to change that expectation.

So behaviour change is certainly the work we are doing across the region, but to go along with that, our funders and future funders also need to be on the same page as us.

Sion Owen (Audit Wales)

And yes we're coming back to the trust, to the trust is a big part, that is that the funders trust that what you're doing is effective. That your staff trust that this different way of working is going to be effective eventually, and ultimately that also that the communities, because people are moving forward. That they're blind if someone else comes in from Actif North Wales, then they'll start from the third or fourth square instead of starting from the first, because 'oh yes, they've helped us in the past'.

Manon Rees O'Brien (Active North Wales)

Definitely, definitely, no that's certainly the way we work and things don't change overnight and I think that's one of the most important lessons.

But when we hear the stories that are coming from the workforce or from the communities now, you see and you see from them, they see that they're making a difference locally, that they're making a long-term difference.

Working with children, young people and families they wouldn't have before because they weren't the ones who came to their sessions coming to the activities. So they see the challenges first-hand.

We were talking to an officer recently and they were going on some kind of walkabout around the community and talking to families and a couple of girls not coming to any session or arriving at the session wearing their school uniform.

And challenging them, you're, well, the expectation is that you're going to come in exercise clothes, but the reality was they didn't have the uniform, and then the embarrassment afterwards, some of these things aren't things that we didn't think about in the past.

If we've put two and two together and you've got six expecting, if people don't turn up, they don't want to be active, but when working in this way, what we see is, the reason people didn't turn up was from so far away from where they were. There was that desire to be active, but there were so many different hurdles that they had to cope with before they got there.

Sion Owen (Audit Wales)

Yes, and everyone is on their own journey, isn't it?

We touched on a measurement and that you don't create neat numbers. So on that, how do you measure your impact?

Manon Rees O'Brien (Active North Wales)

Very good question.

We've been on this journey with our funders with Sport Wales, they've been extremely supportive of this work and we're currently developing an impact measurement framework, but we're trialling.

We've been collecting stories, examples of good practice, measuring our relationships and what our relationships look like today to compare with how they were six months ago, who are the different partners we work with now, who weren't for our work at the beginning.

Sion Owen (Audit Wales)

Okay, so how does your network change as well as the depth of the relationship that you have?

Manon Rees O'Brien (Active North Wales)

Definitely, a ripple effect. We're looking at everybody's talking about the ripple effect. We're looking at who is now talking about being active within their movement, it won't have been doing a while ago.

And to go with this, we've appointed a digital content creation manager and tell a story. To support us and support the work of our partners, to show organisations that they have a role to play in this work, but also to influence policy too, to show that this work isn't simple and it's not linear.

You're going from phase one to phase two neatly to phase three. Sometimes you have to go back a few steps and this work doesn't fit into a tidy funding year of twelve months. So there's so much learning we can do on the way of working on a system basis and on a place basis as well and we're sharing this trying to influence, but also sharing the great things that come from this, but also the challenges of working differently.

Sion Owen (Audit Wales)

Yes, because there's a recognition I think that so many of the roles that public services perform are incredibly difficult to measure. Especially beyond the first contact then and what are the effects and just the second third effect of action.

Then it's nice to hear that you're taking that seriously and working on the problem as such. Is that then something that you can see or feel in a way that you as an organisation have an influence with your partners and partners?

Manon Rees O'Brien (Active North Wales)

I hope we can. Certainly the name of the organisation is coming up in conversations a lot more now.

And we've got great commissioning partners across the region, so they're certainly in a good place to have the conversations in their area. We're trying to influence these and try to make sure they don't have any challenges when it comes to working at system level here, because it's a different way sometimes.

And you and I know that there is a challenge in terms of getting permission to work out of your silo and you see that and some of the officers are looking for permission from their senior management.

So it's important that we have the conversations at the different levels, those here, to make sure that they don't have to deal with those challenges.

What is our role as a regional partnership to influence? And what is the role of the different organisations also round the table in order to give that permission. And a lot of this comes from good practice and that we share stories.

If we can show in Denbigh Ucha, this is the way we work with the County Council, with housing agencies, with our commissioners, it pretty much shows what it looks like, rather than just talking about working differently.

From that, we'll then be able to share it with other areas that are a little bit earlier on the journey. They're starting to see what it looks like and what impact it has at a system level, but also into their role within that system.

Sion Owen (Audit Wales)

And that's a project and a place of work that has matured enough for you and you've got hard, visible results right there?

Manon Rees O'Brien (Active North Wales)

Yes, and that's what's great now, because for a while we felt that we were talking about the way we want to work. Now and in some areas we still have, but we still have examples from North Wales, rather than having to draw on examples from Manchester or Liverpool or other areas. We can come in this urban area or the more rural area we still have an early example, but an example of change and the example of other organisations, see how that can look in their area.

Sion Owen (Audit Wales)

Yes, do you see a big difference between being more urban places and more rural places, if there are some similar fundamentals between them?

Manon Rees O'Brien (Active North Wales)

I think there are very similar ingredients between them but it depends a lot on the partners too, I'd say.

I mentioned earlier that time is important, that we have the right time, but we have the right partners around the table. And the partners in one area are going to look different to partners in another, but they make sure that we get and not everyone is going to be there at the first start. But that we're building from something and that we're sharing this across the region, so that Ynys Môn then

sees, 'ww ma' Flintshire is working with this partner, we're going to consider them in the conversation'.

So we're bringing together the good practice of sharing regularly as a region, so that we can share what's going well, some of the challenges, and lean on each other when things get tough or when we're struggling.

And there's a world that's going to say, 'I'm very sure where to go from this', because we're certainly doing a lot of this work here for the first time.

Nobody wants to feel that they are alone

Sion Owen (Audit Wales)

No.

And that then reinforces the way you learn, the way you act, the way you teach people to think and think yourself.

Manon Rees O'Brien (Active North Wales)

Definitely.

And even in Denbigh Ucha here, I'm talking to the officers in other areas across the region and thinking, 'wow that's a good idea, I haven't thought about that'.

So just because she's a couple of steps forward in one area, I mean, I think, that we never get to the end.

But that we have officers who want to learn, who want to do the best for the community they work for.

And I think that's what one of the strongest things here is that people are there at work here for the right reason.

Sion Owen (Audit Wales)

You've stressed many times that you work on a place-based basis, and then a 'workplace' is an organisation.

As part of influencing the community, do you try to influence or influence workplaces and organisations as well?

Manon Rees O'Brien (Active North Wales)

Yes, certainly.

So we have an important role in influencing too, and not just working locally. Something we launched last year was a workplace support package to encourage workplaces to consider how active their workforce is.

If you look across the six local authorities, we have six local authorities, we have a health board that supports and employs over twenty thousand people I think and you just wonder what role these workplaces play in supporting their workforce to be active during the working day and supporting.

I think this in a more proactive element, everyone can say, oh well we're stopping people from going for lunchtime walks, but are the senior management, are the leaders within these workplaces seen leading the way?

Everyone is talking about going for walking meetings today, do you see the chief executives or senior officers of these organisations showing the way?

It's easy enough to say, well, we're stopping anyone, but the purpose of this package is to create some kind of support for organisations to be able to follow the reel step by step, but without thinking that they have to change the world tomorrow.

One of the important things within this package is the identification of ambassadors. So it's not just the Senior Team. You have to have people from different places within the organisation feel that they have been equipped to lead this work.

Because as I mentioned earlier, you can just put a bike stand outside some building and say, well we're giving people the opportunity to get on their bikes to work.

Yet the workforce needs to be asked what you see as opportunities to be active during the workday. So it's just like the work we're doing in the communities, but that we're looking at the workplace as a community.

Sion Owen (Audit Wales)

Yes, is it another community's case that the workplace is right? And between all of your partners in the council, the health board and the housing associations, there's a lot of people.

Do you have many communities here?

That sounds fun, and it's a culture changer, but in a positive way and encouraging people to model and become more active while they're making tea.

Manon Rees O'Brien (Actif North Wales)

Exactly, exactly.

I think it's giving people permission to start this journey because you're blind to the fact that some of these workplaces are so huge, I can offer one thing that suits everyone because it depends on the role of the individual.

Some individuals are more active than others, and I'm not good enough to say, it's too complicated for us to embark on this journey.

So trying to offer some form of support and what we would do as the months go on is to show examples of good practice and how different organisations have been able to offer or incorporate this into their business as usual.

Sion Owen (Audit Wales)

Things are changing, and people are becoming more active, and making a difference in the communities. It's all smooth, and it's all encouraging and I'm thinking on that note thank you very much to you Manon for your time and, on?

Manon Rees O'Brien (Actif North Wales)

Thanks a lot.

Shall we go for a walk with a lamb right?

Sion Owen (Audit Wales)

Yes.

Rhian Jones (Audit Wales)

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