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Auditor General for Wales

# Implementing the Well Being of Future Generations Act – **Public Health Wales**

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The team who delivered the work comprised Urvisha Perez and Verity Winn.

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# Summary report

## Background

- 1 In accordance with the Well-being of Future Generations (Wales) Act 2015 (the Act) the Auditor General for Wales (the Auditor General) is statutorily required to examine public bodies to assess the extent to which they have acted in accordance with the sustainable development (SD) principle when:
  - a. setting their wellbeing objectives; and
  - b. taking steps to meet them.
- 2 The Act defines the SD principle as acting in a manner: ‘...which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs’.
- 3 The Auditor General must provide a report on his examinations to the National Assembly for Wales at least a year before each Assembly election. The first such report must be published by 2020, before the 2021 Assembly election.
- 4 In May 2018, the Auditor General published a preliminary report, [Reflecting on Year One – How have public bodies responded to the Well-being of Future Generations Act \(2015\)](#) . He concluded that public bodies support the principles of the Act and are taking steps to change how they work.
- 5 During 2018 and 2019, the Auditor General undertook examinations across the 44 bodies covered by the Act to inform his 2020 report to the National Assembly. In developing our approach to undertaking the examinations, we engaged with a range of stakeholders and carried out pilot work during 2017-18. We have also worked closely with the Future Generations Commissioner.
- 6 The preliminary work we undertook in 2017 included a consideration of how public bodies had set their wellbeing objectives. The principal focus of our 2019 work is the way in which public bodies are taking steps to meet their wellbeing objectives.
- 7 We undertook our review at Public Health Wales (the Trust) during May 2019 to July 2019.

## Focus of the work

- 8 We reviewed the extent to which the Trust is:
  - applying the SD principle and the five ways of working in order to do things differently;
  - embedding the SD principle in core arrangements and processes; and
  - involving and working with citizens and stakeholders to deliver its wellbeing duty.
- 9 We carried out a high-level review of how the Trust has continued to develop its corporate arrangements since our baseline work in 2017 to inform the Auditor General’s one-year commentary in 2018. We also examined the extent to which the Trust is acting in accordance with the SD principle and applying the five ways of working through a step being taken to meet a wellbeing objective. Specifically,

we reviewed Public Health Wales' approach to developing its long-term strategy, 'Working to achieve a healthier future for Wales' (described in [Appendix 1](#)).

- 10 [Exhibit 1](#) summarises the five ways of working as defined in the Welsh Government's **Well-being of Future Generations (Wales) Act 2015 The Essentials** document. [Appendix 2](#) outlines positive indicators for each of the five ways of working that we have identified and used as part of our examination.

### Exhibit 1: the 'five ways of working' as defined by the Welsh Government

#### The Five Ways of Working

**Long-term** – The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

**Prevention** – How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

**Integration** – Considering how the public body's wellbeing objectives may impact upon each of the wellbeing goals, on their other objectives, or on the objectives of other public bodies.

**Collaboration** – Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its wellbeing objectives.

**Involvement** – The importance of involving people with an interest in achieving the wellbeing goals and ensuring that those people reflect the diversity of the area which the body serves.

- 11 This report sets out our findings on the Trust's corporate approach to embedding the SD principle and how the five ways of working have been applied through its 'approach to developing its long-term strategy, 'Working to achieve a healthier future for Wales' (the step). Our findings are largely informed by two workshops with members of the Trust involved with developing the long-term strategy (the strategy). Staff who took part in the workshops were honest and self-critical about progress to date. Where good progress had been made, Trust staff challenged themselves to ask whether there was more work to do. In presenting this report we recognise that the Future Generations Commissioner for Wales has described the Trust as an exemplar for other public bodies for aspects of its approach to embedding the Act.

## Main findings

- 12 Our examination found that **the Trust has made good progress in applying the SD principle and the five ways of working, but recognises it can make further improvements**. We reached this conclusion because:
- the Trust has taken steps to embed the SD principle into processes, organisational culture and staff behaviour, but staff recognise that further improvements can be made; and

- the Trust has a strong focus on the five ways of working, but acknowledges that joined up working could be improved and that there are resource implications to fostering a collaborative culture.

13 Our findings are discussed in detail in the following sections of this report.

## Improvement opportunities

- 14 As the main provision of the Act came into force in 2016, it is inevitable that public bodies will need time to fully effect that change. We recognise that this is a transition period and that all public bodies are on a learning path.
- 15 We presented our findings at a workshop of key representatives involved in the Trust's approach to developing its strategy in July 2019. At this workshop the Trust considered our findings, identified areas for improvement in relation to the step and began to consider its response.
- 16 **Exhibit 2** sets out the improvement opportunity identified by the Trust (I), which is intended to support continued development and embedding of the SD principles and five ways of working.

### Exhibit 2: opportunities for improvement

Opportunities for improvement	
I1	The Trust could improve the way it measures the impact of its long-term strategy on the wellbeing of the population.

# Detailed report

## Part 1 – Corporate arrangements

The Trust has taken positive steps to embed the sustainable development principle into processes, organisational culture and staff behaviour, but recognises it can make further improvements

- 17 Prior to examining the Trust's approach to developing its long-term strategy we wanted to understand how the corporate arrangements support its delivery.
- 18 Since our work in 2017, the Trust has taken several steps towards embedding the SD principle into corporate arrangements and everyday working. In 2018, the Trust reviewed and aligned its wellbeing objectives and corporate priorities; these were approved by the Board in March 2018. The Trust's new wellbeing objectives are included in its long-term strategy, which was published in July 2018.
- 19 The Trust's integrated medium term plan (IMTP) for 2019-2022 and annual plan for 2019-20 set out the steps the Trust will take to meet its wellbeing objectives. This includes key actions to supporting the implementation of the Well-being of Future Generations Act.
- 20 The Trust (alongside Powys Teaching Health Board) was commended by the Welsh Government for good practice in embedding the Act within its own work. The Future Generations Commissioner for Wales said that other public bodies could learn from the Trust's approach to embedding the Act throughout the organisation. The Trust intends to build on good work so far to further improve its approach.
- 21 In particular we wanted to understand whether the Trust is responding to the SD principle and the five ways of working by:
  - doing things differently to deliver change;
  - developing core arrangements and processes; and
  - involving citizens and stakeholders.

22 Our findings are set out in [Exhibit 3](#).

### Exhibit 3: Embedding the SD principle and the five ways of working

#### Doing things differently to deliver change

The Trust has used the Act to shape organisational change and is taking positive steps to embed the SD principle into organisational practices and staff behaviours.

- The Trust is working to make the Act everyday practice by rooting it in the organisation's strategies, plans, policies and procedures. In developing its approach, the Trust understands that embedding the Act depends on the way it leads, communicates and involves staff and partners to work together.
- The Trust's long-term strategy, which was published in July 2018, sets out its long-term ambition against each of its wellbeing objectives. The IMTP, annual and directorate plans sit under the strategy and set out how the Trust's wellbeing objectives will be met.
- The Trust has used the Act to shape its internal change programme. The main areas of change have been identified and initial work and thinking are outlined in the current IMTP (2019-2022). The areas of change are grouped as:
  - a new future operating model;
  - workforce stability;
  - capability and capacity;
  - measuring impact and value; and
  - connecting effectively with the wider system.
- 'Be the Change' is a series of Trust designed electronic guides and posters, which challenge staff to reduce their negative impact and maximise positive impact across the wellbeing goals. 'Be the Change' links to the organisation's support services and policies. The Trust's 2018-19 Annual Report lists some of its current guides, which include:
  - Walking our talk – active and sustainable travel
  - Reducing our waste measurements – reducing energy use and waste
  - Creating inclusive workplaces – supporting diversity and inclusion
  - Sustainability on the agenda – delivering sustainable meetings and events
- The Health and Sustainability Hub continues to develop the Sustainability Improvements for Teams (SIFT) tool. SIFT is a toolkit designed to help teams apply the SD principle. To date it has been tested with Public Health Wales and Betsi Cadwaladr, Aneurin Bevan and Swansea Bay health boards. The Trust is also starting to pilot the tool kit with organisations outside NHS Wales.

## Developing core arrangements and processes

The Trust has started to update corporate systems and processes to ensure the Act is at the forefront of core business.

- The Trust's Health and Sustainability Hub supports the Trust and the wider public health system to meet their duties and maximise opportunities in the early years of the Act.
- In May 2018, the Board agreed a decision-making framework that requires the Trust to demonstrate how its decisions have taken account of the five ways of working and its long-term wellbeing objectives.
- The Board and committee reporting template includes a section for authors to highlight how the five ways of working have been applied.
- The Trust reported that it has strengthened its ability to report progress against the Act by refreshing its performance management framework. The aligned wellbeing objectives allow for easier and clearer monitoring arrangements, for example:
  - overall progress against the new objectives was reported in the Trust's 2018-19 annual report. The report shows that the Trust is making good progress<sup>1</sup> against most of the seven objectives; and
  - the Trust's mid-year review process now requires directorates to demonstrate and provide examples of where they are applying the five ways of working.
- In September 2019, the Trust published a commissioned literature review<sup>2</sup> which provides a summary of evidence and guide for all public bodies within Wales (and organisations internationally) looking to make the five ways of working a reality. The Trust is in the early stages of exploring how it can implement the five recommendations made through this review.

## Involving citizens and stakeholders

Extensive engagement informed the Trust's long-term strategy and wellbeing objectives. The Trust continues to seek opportunities for collaborative working but recognises that there are always opportunities for further improvement.

- The Trust undertook extensive public, staff and stakeholder engagement to shape its wellbeing objectives and long-term strategy. This is explored further in [paragraph 38](#).
- In March 2019, the Board approved a memorandum of understanding between the Trust and Natural Resources Wales. The aim of the memorandum is to enable greater collaboration, add value to existing ways of working and support a joint approach to the delivery of wellbeing objectives.
- The Health and Sustainability Hub has developed collaborative and networking opportunities. For example, by collaborating with the Office of the Future Generations Commissioner and Betsi Cadwaladr University Health Board on a 'Live Lab' programme of work<sup>3</sup>. Directorates across the Trust contribute to the programme which is now focusing on the theme of childhood obesity.

<sup>1</sup> The Trust has seven wellbeing objectives, four objectives had over 80% of actions complete, two had over 70% of actions complete and one objective had 61% of actions complete.

<sup>2</sup> The [Implementing the Sustainable Development Principle](#) report makes five key recommendations. The literature review was conducted by Kingston University London and commissioned by the Trust.

<sup>3</sup> The 'Live Lab' programme explores the practical implications of the Wellbeing of Future Generations Act and supports innovation, transformation, and organisational culture change.

## Part 2 – Examination of Public Health Wales approach to developing its long-term strategy, ‘Working to achieve a healthier future for Wales’

### The Trust has a strong focus on the five ways of working, but seeks to further improve joined-up working

- 23 We examined the Trust’s approach to developing its long-term strategy **Working to achieve a healthier future for Wales** (the strategy), to demonstrate how it is acting in accordance with the SD principle. During 2017-18, the Trust undertook significant work across the organisation to develop its strategy (2018-2030), which was published in July 2018. The Trust intends the strategy to help it focus on the best way to work with its partners to have maximum impact in improving health and wellbeing and reducing health inequalities in Wales. The Trust understands that for public health to work effectively and to meet and exceed the requirements of the Well-being of Future Generations (Wales) Act it needs to adopt a long-term approach which looks further than three years. Further information on the step is set out [Appendix 1](#).

### The Trust’s strategy is encouraging a long-term focus, and work to fully embed long-term planning continues

- 24 We looked for evidence of:
- a thorough understanding of current and long-term needs and the associated challenges and opportunities;
  - planning over an appropriate timescale;
  - resources allocated to ensure long-term benefits; and
  - appropriate monitoring and review.
- 25 The following strengths were identified by Trust staff:
- the Trust developed an evidence base, which fed into the strategy. The evidence (such as ‘Health and its determinants in Wales’ report) mapped current health trends and future projections.
  - whilst it was a challenge, developing a long-term strategy has forced a shift in thinking to ensure a long-term focus.
  - a lot of the engagement in developing the long-term plan was about understanding what the future will look like. For example, discussions about what Wales will look like in 2050 and feeding trend data into the process. This work also included consideration of the consequences of inaction.
  - the Trust is looking to balance its long-term focus with short and medium-term planning and available resources. Long-term goals inform the annual, directorate and divisional plans, and the three-year IMTP. These plans provide the vehicles for delivering the actions and milestones necessary to

achieve the long-term objectives. Staff told us the Trust keeps a long-term focus by asking whether it 'is delivering a long-term strategy or writing a long-term strategy document.'

- senior leaders challenge staff to keep a long-term focus.

26 The following learning points were identified by Trust staff:

- the Trust has struggled with constraints such as; the Welsh Government's short-term financial regime, and not having the same level of direct contact with patients as other NHS bodies, which hampers its ability to plan for the long-term.
- Trust staff saw the strategy document as the starting point to developing effective long-term internal planning and planning with partners.
- staff challenged themselves about whether the Trust can assure itself that it is maximising its impact on the Wellbeing Goals.
- there was recognition that staff are being asked to plan long term whilst continuing their day to day business. Trust staff questioned whether there was enough time and space to develop long-term plans.

## The Trust is raising the profile of prevention across Wales and wants to maximise impact on population health

27 We looked for evidence of:

- a thorough understanding of the nature and type of problem the step could help prevent from occurring or getting worse;
- resources allocated to ensure preventative benefits will be delivered; and
- monitoring and review of how effectively the step is preventing problems from occurring or getting worse.

28 The following strengths were identified by Trust staff:

- the Trust's remit is prevention, and this is the underlying theme of the whole strategy. The process of developing the strategy, and the strategy itself, has raised the prevention agenda and moved the conversation on. One person said that as the 'Healthier Wales' agenda moves forward, prevention is now 'everybody's business'.
- at the development stage, the Trust had mature conversations about how to prioritise resources. Options discussed included stopping doing things, working collaboratively to maximise resources and concentrating on areas where the Trust can have the greatest impact.
- the evidence base underpinning the strategy has given the Trust a greater understanding of the root causes of public health problems and its impact on people's lives.
- the Trust staff felt that intelligent and innovative use of data is helping to inform the preventative approach.

- 29 The following learning points were identified by Trust staff:
- to keep a focus on impact, the Trust needs to keep asking ‘what are we trying to achieve?’, ‘how will we do it?’, and ‘how will we know when we’ve done it?’;
  - even more could probably be done to bring the wellbeing goals to the forefront of Trust thinking, including challenging itself on how it maximises its contribution to them; and
  - the Trust has a system wide understanding of what needs to be prevented. Moving forward, it will be important to ensure that delivery of the strategy is joined-up with preventative work being delivered by partners.

### The Trust’s strategic priorities are integrated with its wellbeing objectives to allow broader consideration of health impacts and it is working to ensure delivery is joined up in practice

- 30 We looked for evidence of:
- how this step could contribute to the seven national wellbeing goals;
  - how delivery of this step will impact on the Trust’s wellbeing objectives and wider priorities; and
  - how delivery of this step will impact on other public bodies’ wellbeing objectives.
- 31 The following strengths were identified by Trust staff:
- wellbeing objectives and strategic priorities have been unified to provide better clarity and a common thread through the three-year IMTP and annual delivery plans.
  - the Trust worked with other organisations to develop its strategic priorities, listening to feedback and making changes as a result. This validated areas of mutual agreement and helped develop and raise the profile of new areas such as mental health.
  - the strategic priorities, which are the foundation of the strategy, are not confined to ‘health’ but span all seven wellbeing goals. They consider ‘health’ in the broader sense, integrating elements such as biodiversity, community cohesion and culture.
  - the Trust is moving towards an integrated governance model. Executives have been allocated lead responsibility for overseeing delivery of the strategic priorities in the long-term strategy through strategic priority groups. The Board and Executive team will hold strategic priority leads to account rather than directorates.
- 32 The following learning points were identified by Trust staff:
- initial stakeholder engagement was quite wide, with partner discussions not specifically focused on wellbeing objectives. As the Trust’s and partner

organisations' wellbeing objectives and approach to WFG embed there could be benefit from ongoing discussion to ensure delivery is joined up.

- the Trust has individual workstreams that cut across the whole public health system, such as anti-microbial resistance, and groups which align with its strategic priorities. However, not all workstreams are aligned to strategic priority groups.
- staff felt that the Trust is good at saying how what it does links to the wellbeing goals but could better explain what can be done practically to contribute.

## The Trust is developing a culture of collaboration but recognises there are resource implications

33 We looked for evidence that the Trust:

- has considered how it could work with others to deliver the step (to meet its wellbeing objectives, or assist another body to meet its wellbeing objectives);
- is collaborating effectively to deliver the step; and
- is monitoring and reviewing whether the collaboration is helping it or its stakeholders meet wellbeing objectives.

34 The following strengths were identified by Trust staff:

- internally, developing the strategy has created a wider culture of collaboration and has given staff a mandate to work across departments/teams. Staff felt that the process has helped embed 'collaboration' as a value, breaking down silos and challenging staff to think differently.
- externally, stakeholders were involved in developing the strategy which in turn has strengthened relationships, trust and mutual understanding of priorities. Examples of collaboration include:
  - the Trust and Natural Resources Wales developing a memorandum of understanding; and
  - nationally, the Trust is advising Public Health England and Scotland on developing their long-term approach.
- whilst predating the development of the strategy, moving to a new office building enabled collaboration because colleagues are no longer split over nine buildings and the workspace is designed to encourage collaboration.

35 The following learning points were identified by Trust staff:

- the Trust is not a statutory member of the Public Services Boards and Trust representation is not consistent. Staff felt that the Trust could have wider influence, impact and more effective joint working if it made the right linkages at the right level with other organisations and statutory forums such as Public Services Boards and Regional Partnership Boards.

- the challenge going forward is to mobilise staff to collaborate on long-term planning whilst doing their day job. The Trust recognises the need to remain aware that it is asking people to change the business whilst doing their day job and there is not always time to do both.
- staff commented that there are lots of conversations about joining up various projects/initiatives, but the challenge is in how to deliver all of these good ideas within the resources available.

## The Trust involved a wide range of stakeholders in developing its long-term strategy

36 We looked for evidence that the Trust has:

- identified who it needs to involve in designing and delivering the step;
- effectively involved key stakeholders in designing and delivering the step;
- used the results of involvement to shape the development and delivery of the step; and
- sought to learn lessons and improve its approach to involvement.

37 The following strengths were identified by Trust staff:

- the Trust received substantial assurance from internal audit on its long-term strategy engagement. This also reflects findings in our past Structured Assessment reports.
- Trust staff valued being part of the strategic planning process and appreciated that directors led workshops. Individuals were involved through:
  - stakeholder engagement – a mapping and scoping exercise ensured a considered approach to involvement.
  - staff engagement – staff welcomed executive-led sessions facilitated across different service areas and geographic locations. The discussions were open, honest and robust.
  - public engagement – the views of a true cross section of Wales’s population were heard through a representative sample survey, and an online survey allowed open participation.
  - youth engagement – the Trust sees young people as being at the heart of the Act. Young people attending the Youth Ambassadors Conference were asked ‘what Wales do you want to see in the future?’ – it provoked a different and powerful conversation.

38 The following learning points were identified by Trust staff:

- the engagement process was positive and robust. However, resources allowing, Trust staff felt it could be further enhanced in the future. For example, by running focus groups with the public, visiting community groups and more work with NHS stakeholders.

- staff said that the Trust could have better communicated the next steps of the process to stakeholders and the public, such as translating the long-term ambitions into tangible outcomes and developing plain English documents.
- the Trust could build on the positive engagement and accessibility/visibility of senior leaders to internal and external stakeholders.

# Appendix 1

## The Step: Public Health Wales' approach to developing its long-term strategy 'Working to a healthier future for Wales'

### Information provided by the Trust on the step: Public Health Wales' approach to developing its long-term strategy, 'Working to achieve a healthier future for Wales'

- 39 During 2017-18, the Trust undertook significant work across the organisation to develop its new long-term strategy from 2018-2030 – 'Working to achieve a healthier future for Wales'. The Trust feels this will enable it to focus on how it can best work with its partners to have maximum impact in improving health and wellbeing and reducing health inequalities in Wales.
- 40 To develop its strategy, the Trust drew upon various sources of information including over a thousand hours of staff and stakeholder feedback and commissioned a public survey, 'Stay Well in Wales', which informed and produced compelling intelligence. The Trust's thinking was also informed by key legislation, research and reports to influence its approach.
- 41 The Trust recognises that for public health to work effectively it needs to adopt a long-term approach which looks further than three years. This will help the Trust to:
- Deliver the most it can for the people of Wales
  - Meet and exceed the requirements of Well-being of Future Generations (Wales) Act
  - Collaborate with its partners in the areas of most need
  - Understand the challenges as we advance towards an ageing population with greater and more complex health challenges
  - Adapt to help drive transformation to meet these challenges
- 42 The Trust knows that to deliver real improvements in the public's health, it needs to move away from short-term thinking towards a longer-term strategic approach to how it will tackle the issues effectively. The Trust continues to develop its long-term approach, working with the public and its partners.
- 43 In considering the information the Trust collected, seven priorities emerged. They provide the long-term context and rationale for its Strategic Plan. Each strategic priority is underpinned by a number of strategic objectives that outline what the Trust will do over the next three years. Detailed plans underpin each of these strategic objectives which are monitored through the Trust's Annual Plan arrangements. To support the development of these plans, a new approach to planning was undertaken, involving staff from across the organisation to input and contribute to plans. The Trust held planning sessions for each of its strategic

priorities and enabled staff to engage. The collaborative thinking helped to further shape and refine the strategic objectives.

# Appendix 2

## The Five Ways of Working

The table sets out 'positive indicators' for each of the five ways of working that we have identified and used to help inform our assessments of the extent to which bodies may be applying the SD Principle. We do not intend the indicators to be used as a 'checklist'. We have used them as 'indicators' to help us to form conclusions, rather than 'determinants' of the extent to which a body is acting in accordance with the SD Principle in taking steps to meet its wellbeing objectives.

### Exhibit 4: the five ways of working

#### What would show a body is fully applying the long-term way of working?

- There is a clear understanding of what 'long term' means in the context of the Act.
- They have designed the step to deliver the wellbeing objective/s and contribute to their long-term vision.
- They have designed the step to deliver short or medium-term benefits, which are balanced with the impact over the long term (within the project context).
- They have designed the step based on a sophisticated understanding of current and future need and pressures, including analysis of future trends.
- Consequently, there is a comprehensive understanding of current and future risks and opportunities.
- Resources have been allocated to ensure long-term as well as short-term benefits are delivered.
- There is a focus on delivering outcomes, with milestones/progression steps identified where outcomes will be delivered over the long term.
- They are open to new ways of doing things which could help deliver benefits over the longer term.
- They value intelligence and pursue evidence-based approaches.

#### What would show a body is fully applying the preventative way of working?

- The body seeks to understand the root causes of problems so that negative cycles and intergenerational challenges can be tackled.
- The body sees challenges from a system-wide perspective, recognising and valuing the long-term benefits that they can deliver for people and places.
- The body allocates resources to preventative action that is likely to contribute to better outcomes and use of resources over the longer term, even where this may limit the ability to meet some short-term needs.
- There are decision-making and accountability arrangements that recognise the value of preventative action and accept short-term reductions in performance and resources in the pursuit of anticipated improvements in outcomes and use of resources.

#### **What would show a body is taking an 'integrated' approach?**

- Individuals at all levels understand their contribution to the delivery of the vision and wellbeing objectives.
- Individuals at all levels understand what different parts of the organisation do and proactively seek opportunities to work across organisational boundaries. This is replicated in their work with other public bodies.
- Individuals at all levels recognise the cross-organisation dependencies of achieving the ambition and objectives.
- There is an open culture where information is shared.
- There is a well-developed understanding of how the wellbeing objectives and steps to meet them impact on other public sector bodies.
- Individuals proactively work across organisational boundaries to maximise their contribution across the wellbeing goals and minimise negative impacts.
- Governance, structures and processes support this, as do behaviours.

#### **What would show a body is collaborating effectively?**

- The body is focused on place, community and outcomes rather than organisational boundaries.
- The body has a good understanding of partners' objectives and their responsibilities, which helps to drive collaborative activity.
- The body has positive and mature relationships with stakeholders, where information is shared in an open and transparent way.
- The body recognises and values the contributions that all partners can make.
- The body seeks to establish shared processes and ways of working, where appropriate.

#### **What would show a body is involving people effectively?**

- Having an understanding of who needs to be involved and why.
- Reflecting on how well the needs and challenges facing those people are currently understood.
- Working co-productively, working with stakeholders to design and deliver.
- Seeing the views of stakeholders as a vital source of information that will help deliver better outcomes.
- Ensuring that the full diversity of stakeholders is represented, and they are able to take part.
- Having mature and trusting relationships with its stakeholders where there is ongoing dialogue and information is shared in an open and transparent way.
- Ensure stakeholders understand the impact of their contribution.
- Seek feedback from key stakeholders which is used to help learn and improve.

# Appendix 3

## The Trust's management response to improvement opportunities

This appendix will form part of the final report to be published on the Wales Audit Office website once the report has been considered by the Board or a relevant board committee.

The Trust considered our findings at the workshop held in July 2019 and identified an improvement opportunity for Public Health Wales approach to developing its long-term strategy, 'Working to achieve a healthier future for Wales'. The following table presents the Trust's management response.

Exhibit 5: the Trust's management response to improvement opportunities

Improvement opportunities	Management response	Completion date	Responsible officer
I1 The Trust could improve the way it measures the impact of its long-term strategy on the wellbeing of the population.	We will develop improved outcome measures to progress and monitor the impact of the long-term strategy on the wellbeing of the population. This will involve working alongside partners including Public Services Boards and building on our approach to how the organisation interacts with its stakeholders (ie staff, citizens, patients and wider public services). This will support us to develop better and more integrated plans so that we maximise opportunities to build prevention into both our and partners' long-term agendas.	End of Quarter 2 (30 September 2020)	Huw George

We will monitor the Trust's progress in implementing these actions, and the extent to which they address the issues we have identified in our findings, through our future programmes of work.

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