



WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

Archwilydd Cyffredinol Cymru  
Auditor General for Wales

# Well-being of Future Generations: An examination of the Design of the North Powys Well-being Programme – **Powys County Council and Powys Teaching Health Board**

Audit year: 2019-20

Date issued: December 2019

Document reference: 1529A2019-20



This document has been prepared for the internal use of Powys County Council and Powys Teaching Health Board as part of work performed/to be performed in accordance with the Well-being of Future Generations Act (Wales) 2015.

No responsibility is taken by the Auditor General, the staff of the Wales Audit Office or in relation to any member, director, officer or other employee in their individual capacity, or to any third party.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000.

The section 45 Code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties. In relation to this document, the Auditor General for Wales, the Wales Audit Office and relevant third parties. Any enquiries regarding disclosure or re-use of this document should be sent to the Wales Audit Office at

[info.officer@audit.wales](mailto:info.officer@audit.wales).

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

The team who delivered the work comprised Katherine Simmons, Christine Nash, Jeff Brown, Elaine Matthews and Lisa Williams, under the direction of Huw Rees.

# Contents

The Council and the Health Board have applied the sustainable development principle and its associated five ways of working in designing the step. However, there are opportunities to further embed the five ways of working into the next phases of the North Powys Wellbeing Programme.

## Summary report

Summary	4
---------	---

## Detailed report

Part One: Examination Findings	7
The NPWBP is being designed to meet short and long term needs, and there are opportunities to embed the five ways of working in evaluation frameworks	7
The NPWBP is designing the step to deliver preventative benefits	8
The Council and Health Board have designed the NPWBP to contribute to specific well-being objectives and they have begun to consider how it can also deliver a broader range of benefits	9
The NPWBP has been established to facilitate and promote collaborative working and there are good working relationships, however it recognises that maintaining this requires ongoing commitment and co-operation	11
The NPWBP has committed to work co-productively with citizens and stakeholders. However, it will need to ensure it continues to involve the full diversity of the population in the programme development	12
Part Two: The Health Board and Council's management response to improvement opportunities	14
Appendices	
Appendix 1 – Positive Indicators of the Five Ways of Working	18

# Summary report

## Summary

### Why we undertook the Examination

- 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 principle when:
  - a setting their well-being objectives; and
  - b taking steps to meet them.
- 2 The Act defines the sustainable development 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 The Auditor General has undertaken examinations across the 44 bodies covered by the Act to inform his report to the National Assembly during 2018-19 and 2019-20.
- 5 The findings in this report are based on fieldwork that we undertook during the period May 2019 to August 2019 with both Powys County Council (the Council) and Powys Teaching Health Board (the Health Board).
- 6 This report sets out our findings from our examination of the Design of the North Powys Wellbeing Programme, a step the Council and the Health Board are taking to meet their Wellbeing Objectives.
- 7 It also sets out the Council and the Health Board’s initial response to our findings.
- 8 A supplementary report will be provided to the Health Board setting out our understanding of the Health Board’s overall corporate approach to applying the sustainable development principle and five ways of working.
- 9 A review of the council’s overall corporate approach to applying the sustainable development principle and five ways of working will be included as part of the implementing VISION 2025 work.

## Background

- 10 The North Powys Wellbeing Programme (NPWBP) is focused on the development of a new integrated model in North Powys. It brings partners together across health, social care and third sector with linkages to education, housing, leisure, police and ambulance services. It is supported by the Powys Public Service Board, the Powys Regional Partnership Board, and the Mid Wales Joint Committee for Health and Social Care.
- 11 The NPWBP is in line with the Powys Health and Care Strategy<sup>1</sup> and its associated delivery plan<sup>2</sup>, the Powys Well-being Plan<sup>3</sup> and the Welsh Government's Health and Social Care Plan for A Healthier Wales<sup>4</sup>.
- 12 In early 2019 the Powys Regional Partnership Board was awarded £2.5 million from the Welsh Government's Transformation Fund which will support the development of the NPWBP.
- 13 The scope of the NPWBP includes:
  - a. The testing and delivery of a new integrated model to a rural population.
  - b. The potential development of a multi-agency well-being campus in Newtown.
  - c. Working with local communities to co-design and address the practical implementation a new integrated model.
  - d. Effective learning, evaluation and transfer, acting as a flagship scheme to support the broader roll out of a new integrated model across Powys.

## What we examined

- 14 We examined the extent to which the Council and the Health Board are acting in accordance with the sustainable development principle in designing the NPWBP.
- 15 In order to act in accordance with the sustainable development principle public bodies must take account of the following 'ways of working':

<sup>1</sup> Powys Teaching Health Board and Powys County Council, **The Health and Care Strategy for Powys: A vision to 2027 and beyond**, March 2017

<sup>2</sup> Powys Regional Partnership Board, **The Health and Care Strategy for Powys: Delivering The Vision, Discharging Our Duties In Relation To The Joint Area Plan**, March 2018

<sup>3</sup> Powys Public Service Board, **Towards 2040 - the Powys Well-being Plan**, July 2018

<sup>4</sup> Welsh Government, **A Healthier Wales: Our Plan for Health and Social Care**, June 2018

## Exhibit 1: the 'five ways of working'

The table below sets out the 'five ways of working' as defined in the Welsh Government's 'Well-being of Future Generations (Wales) Act 2015 The Essentials'<sup>5</sup> document.

The Five Ways of Working
<b>Long-term</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
<b>Prevention</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
<b>Integration</b> Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
<b>Collaboration</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
<b>Involvement</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

- 16 Our examination found that: **The Council and the Health Board have applied the sustainable development principle and its associated five ways of working in designing the step. However there are opportunities to further embed the five ways of working into the next phases of the North Powys Wellbeing Programme.**

<sup>5</sup> Welsh Government, **Well-being of Future Generations (Wales) Act 2015 The Essentials, 2015**

# Detailed report

## Part One: Examination Findings

The NPWBP is being designed to meet short and long term needs, and there are opportunities to embed the five ways of working in evaluation frameworks

### What we looked for

- 17 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.
- 18 Our examination was also informed by the positive indicators for the 'long-term' that we have identified and used as part of this examination.<sup>6</sup>

### What we found

- 19 We identified the following strengths:
  - There is a well-developed, robust and innovative approach to gathering and visualising Health and Social Care data to inform the NPWBP. An example of this is the Wellbeing Information bank, and the North Powys Population Assessment which is available online [here](#). This data is informing decision making and discussions with stakeholders.
  - The NPWBP has drawn on relevant data to inform future demand and intends to use this to gauge the impact of different approaches to their emerging Models of Care.<sup>7</sup>
  - The NPWBP has been set in the context of Powys Regional Partnership Board's Health and Social Care ten-year strategy and Powys Public Service Board's Well-Being Plan which has a 22 year time horizon. The programme demonstrates links with the Council's Vision 2025 Corporate Improvement

<sup>6</sup> See Appendix 1

<sup>7</sup> One of the key aspects of the NPWBP is to design a new integrated model through a coproduction and community development approach. In this context, 'Models of Care' refer to the way that health and social care are delivered for specific services.

Plan <sup>8</sup> Well-being objective - “We will lead the way in providing effective, integrated health and care in a rural environment” and across all the well-being objectives in the Health Board’s Integrated Medium Term Plan. <sup>9</sup>

- The NPWBP has taken the opportunity to refine its governance arrangements and further work on these will help to clarify the long term strategic focus of the programme.

20 We identified the following opportunities for development:

- In the development of the evaluation methods for the NPWBP there will be an opportunity for this to fully embed the five ways of working.
- As the NPWBP develops and refines its benefits over the coming months it will be important to ensure that these still support the long term financial and service sustainability.
- The programme will need to more clearly articulate how the new model of long term care will impact on current service performance.

## The NPWBP is designing the step to deliver preventative benefits

### What we looked for

21 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.

22 Our examination was also informed by the positive indicators for ‘prevention’ that we have identified and used as part of this examination. <sup>10</sup>

### What we found

23 We identified the following strengths:

- The focus on prevention is a fundamental cornerstone of the ambitions for the NPWBP.

<sup>8</sup> Powys County Council, **Vision 2025: Corporate Improvement Plan for 2018-2023**, March 2018

<sup>9</sup> Powys Teaching Health Board, **Integrated Medium Term Plan 2019/2020 - 2021/2022**, March 2019

<sup>10</sup> See Appendix 1

- The preventative vision is embedded in the Health and Social Care Strategy, through a focus on 'Start well', 'Live well' and 'Age well'.
- The Council has a thorough understanding of the issues they seek to prevent. There are good examples of where the Council is using robust joined up data (such as with Housing and Social Care) to understand need and to ensure services are focused on prevention.
- The NPWBP has carefully considered the location of the Rural Regional Centre to ensure future service provision provides greatest preventative impact to the community. Newtown was identified as a geographical hotspot in both the North Powys Well-being Assessment and the burden of disease analysis by Public Health Wales NHS Trust.
- The NPWBP has identified the Third Sector as a key partner in its preventative approach.
- The NPWBP recognises that managing the transition from current to new models of care are important and has committed to investing in two Change Managers to ensure effective transition to the new model of care.

24 We identified the following opportunities for development:

- As the NPWBP develops its Model of Care it will need to ensure that this can clearly demonstrate how it will support the preventative approach and deliver longer term improvements on identified outcomes.
- The delivery of the future model of care is partly dependent on the capacity of the Third Sector. Although the NPWBP has begun to map the risks associated with this, further work is needed to assess the impact.

**The Council and Health Board have designed the NPWBP to contribute to specific well-being objectives and they have begun to consider how it can also deliver a broader range of benefits**

#### What we looked for

25 We looked for evidence of consideration of:

- how this step could contribute to the seven national well-being goals;
- how delivery of this step will impact on the Council and the Health Board's well-being objectives and wider priorities; and
- how delivery of this step will impact on other public bodies' well-being objectives.

26 Our examination was also informed by the positive indicators for 'integration' that we have identified and used as part of this examination.<sup>11</sup>

### What we found

27 We identified the following strengths:

- At a strategic level the Health and Social Care Strategy is mapped against the National Well-being Goals.
- The genesis for the NPWBP is the Powys Regional Partnership Board's Joint Health and Care Strategy 2017-2027 which also supports step 11 and 12 in the Public Service Board's well-being plan, the Council's Vision 2025 Corporate Improvement Plan and the Health Board's Integrated Medium Term Plan.
- Aspects of the NPWBP form a key part of the Council's Transformation Programme.
- The NPWBP has considered the wider health benefits of the programme by aiming to secure economies of scale in a rural context by bringing together a number of services.
- The NPWBP have held initial discussions as to the broader benefits across the national goals and will continue to work with stakeholders as part of the business case development. Areas covered include how the programme links with wider regeneration of the town and reducing mileage for people travelling which includes the financial impact for individuals as well as carbon emissions

28 We identified the following opportunities for development:

- The current NPWBP outcome framework focuses largely on health and social care outcomes. There is an opportunity to ensure measurement of wider multiple benefits/outcomes across the wider spectrum of the national goals (such as education, environment and economy) where indicators exist that are meaningful at a small area level. This should specifically take into account the capital development at Newtown.
- As the Council's strategic landscape evolves, it should take the opportunity to ensure this reflects the NPWBP, for example the Housing Strategy which is due to be refreshed in 2020.

<sup>11</sup> See Appendix 1

The NPWBP has been established to facilitate and promote collaborative working and there are good working relationships, however it recognises that maintaining this requires ongoing commitment and co-operation

#### What we looked for

- 29 We looked for evidence that the Council/Health Board:
- has considered how it could work with others to deliver the step (to meet its well-being objectives, or assist another body to meet its well-being objectives);
  - is collaborating effectively to deliver the step; and
  - is monitoring and reviewing whether the collaboration is helping it or its stakeholders meet well-being objectives.
- 30 Our examination was also informed by the positive indicators for 'collaboration' that we have identified and used as part of this examination.<sup>12</sup>

#### What we found

- 31 We identified the following strengths:
- The internal governance frameworks for the NPWBP have been designed to support collaborative working between the Council and Health Board, and other key partners.
  - The programme has also utilised wider governance mechanisms for engaging with Powys Regional Partnership Board and Powys Public Service Board.
  - The NPWBP has enabled the development of a proactive and mature relationship between health and social care.
  - The appointment of a shared Programme Lead is a demonstration of the commitment to collaborative working.
  - Early collaboration with acute providers and their change programmes helped inform the early development of the NPWBP.

<sup>12</sup> See Appendix 1

- The NPWBP team attended both Future Fit<sup>13</sup> and Hywel Dda consultation events last year to identify potential opportunities to collaborate across the region and with border counties such as Shropshire.
- The Mid Wales Health and Social Care Committee Clinical Advisory Group has been utilised as part of the programme enabling clinical discussions and partnership working focused on north Powys across mid wales. Under these arrangements workshops have taken place with GPs and Consultants based at Shrewsbury and Telford Hospital NHS Trust (SaTH), Bronglais Hospital, Aberystwyth and Powys to look at opportunities to in reach into Powys and to work more collaboratively.
- The NPWBP are currently working to develop a range of organisations to provide 'one-stop' services.

32 We identified the following opportunities for development:

- There are opportunities to further develop collaborations with all key strategic partners, including Fire and Rescue and Police, as early in the design process as possible.
- Discrete aspects of the programme may have specific timescales and risks. Managing these risks are key to ensuring that the collaborative vision is delivered, such as the capital funding deadlines within education.

**The NPWBP has committed to work co-productively with citizens and stakeholders. However, it will need to ensure it continues to involve the full diversity of the population in the programme development**

#### What we looked for

33 We looked for evidence that the Council and the Health Board 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.

<sup>13</sup> The NHS Future Fit Programme is reviewing the future of health services in the county of Shropshire and the hospital services provided at the Royal Shrewsbury Hospital, Shrewsbury and the Princess Royal Hospital, Telford. The Health Board is one of five sponsor member organisations as hospital services are provided to people across mid Wales.

34 Our examination was also informed by the positive indicators for 'involvement' that we have identified and used as part of this examination.<sup>14</sup>

### What we found

35 We identified the following strengths:

- The NPWBP has cited co-production as central to its design approach and has established an Engagement and Communication workstream to help manage this.
- The NPWBP has a communication and engagement plan, which maps the stages that they are going to engage and some key stakeholders.
- The Council and the Health Board have recently co-developed a Children's Pledge to ensure the voice of children is stronger in decisions that impact them.
- The Council has developed innovative visualisation of Health and Care data which it proposes to use to help in its engagement/communication with stakeholders and citizens around the NPWBP.
- Working with Powys Association of Voluntary Organisations, the NPWBP has co-produced the citizen engagement process to support engagement with young people.
- There has been engagement to support co-production through the Mid Wales Health and Social Care Committee Clinical Advisory Group. Workshops with Consultants and GPs are supporting cross border working and discussions around the model of care.

36 We identified the following opportunities for development:

- One of NPWBP's significant risks is being 'Unable to balance citizen expectations about the programme whilst encouraging blue sky thinking'.<sup>15</sup> Being clearer about how this risk will be managed/mitigated will be important.
- The NPWBP have recognised the importance of engaging non-traditional groups and that the mechanisms for engaging these groups will need to be regularly monitored to ensure they involve the full diversity of the population.
- The NPWBP needs to be clear and consistent when communicating with stakeholders the difference between the project for a shared site in Newtown and the wider NPWBP.
- The criteria within the NPWBP Communication and Engagement Plan needs to more clearly articulate how they will re-engage with citizens on how well the community felt they were listened to.

<sup>14</sup> See Appendix 1

<sup>15</sup> North Powys Wellbeing Programme, Risk and Issue Management Register - Engagement and Communication Workstream - July 2019 update

# Detailed report

## Part Two: The Health Board and Council's management response to improvement opportunities

The North Powys Wellbeing Programme (NPWBP) considered our findings at the feedback and response workshop held in September 2019 and agreed a number of improvement opportunities for the Health Board and/or the Council regarding Design of the North Powys Wellbeing Programme. The following table presents the actions that the NPWBP have identified in response.

Opportunities for development	Actions, responsibilities, timescales
In the development of the evaluation methods for the NPWBP there will be an opportunity for this to fully embed the five ways of working.	The programme team are tendering external support from a University to support with the development of the evaluation framework and this will be included within the brief. Timescale subject to appointment, April 2020.
As the NPWBP develops and refines its benefits over the coming months it will be important to ensure that these still support the long term financial and service sustainability.	As part of the business case we will be assessing the impact of the change through strategic modelling, this will consider the short and longer term opportunities and affordability. This will consider a range of delivery options looking at both workforce and digital solutions and will be concluded by late spring 2020. Phase 2 will continue to focus on the longer term sustainability of services and to develop plans to support this.
The programme will need to more clearly articulate how the new model of long term care will impact on current service performance.	Baseline information is being collected, upon approval of the model of care in January 2020, transition plans will be developed to support the shift from current state to future state, through a phased approach. Change management capacity will be secured in quarter 4 to manage the transition, the roles will work closely with operational managers to consider the impact on current service performance.

Opportunities for development	Actions, responsibilities, timescales
<p>The delivery of the future model of care is partly dependent on the capacity of the Third Sector. Although the NPWBP has begun to map the risks associated with this, further work is needed to assess the impact.</p>	<p>Service mapping has been undertaken across health, social care and third sector. Following more detailed work on the model, a gap analysis will be undertaken during phase 2 as part of the transition plans which will assess the impact of this risk.</p>
<p>As the NPWBP develops its Model of Care it will need to ensure that this can clearly demonstrate how it will support the preventative approach and deliver longer term improvements on identified outcomes.</p>	<p>Wellbeing and prevention is at the forefront of our health and care strategy as well as the work we are doing with the design of the model of care. We are currently tendering external support from a University to undertake predictive health economics modelling to quantify opportunities in the longer term associated with prevention and early intervention. This will enable us to assess the impact of prevention, based on an evidence base and will form part of the business case development due in late spring 2020.</p>
<p>The current NPWBP outcome framework focuses largely on health and social care outcomes. There is an opportunity to ensure measurement of wider multiple benefits/outcomes across the wider spectrum of the national goals (such as education, environment and economy) where indicators exist that are meaningful at a small area level. This should specifically take into account the capital development at Newtown.</p>	<p>The programme will identify and agree high level benefits as part of the programme business case. As part of this work the draft outcomes framework will be further developed to consider the broader outcomes in line with the national goals and this will form part of the high level benefits plan. This work will be concluded by April 2020.</p>
<p>As the Council's strategic landscape evolves, it should take the opportunity to ensure this reflects the NPWBP, for example the Housing Strategy which is due to be refreshed in 2020.</p>	<p>The corporate planning process will take into consideration the outputs and direction of the North Powys Wellbeing Programme and will reflect this in its corporate plan and strategies moving forward where appropriate. This will be an ongoing activity.</p>
<p>Further develop collaborations with all key strategic partners including Fire and Rescue and Police as early in the design process as possible.</p>	<p>Engagement and Communication plans are being prepared for the next phase. The draft model of care will be shared with strategic partners so they can influence the design before its approved in January 2020.</p>

Opportunities for development	Actions, responsibilities, timescales
<p>Discrete aspects of the programme may have specific timescales and risks. Managing these risks are key to ensuring that the collaborative vision is delivered, such as the capital funding deadlines within education.</p>	<p>The programme has a risk and issue log and will continue to manage the risks associated with delivery through the agreed programme governance arrangements. The critical path and activities will be monitored at programme board and escalated where appropriate. This is an ongoing activity.</p>
<p>One of NPWBP's significant risks is being 'Unable to balance citizen expectations about the programme whilst encouraging blue sky thinking'. Being clearer about how this risk will be managed/mitigated will be important.</p>	<p>The outputs of phase 1 engagement activities are currently being reviewed and considered as part of the model of care design. As part of this work a response will be prepared which demonstrates how we have listened and responded to citizen expectations. An FAQ's document will be published to help manage expectations around potential changes to service delivery. This will be completed by April 2020.</p>
<p>The NPWBP have recognised the importance of engaging non-traditional groups and that the mechanisms for engaging these groups will need to be regularly monitored to ensure they involve the full diversity of the population.</p>	<p>We recognise the need to engage with as many diverse and hard to reach groups as possible, and continually encourage these groups to meet and have their say. The programme team will focus on this in more detail during phase two of engagement planning.</p>
<p>The NPWBP needs to be clear and consistent when communicating with stakeholders the difference between the project for a shared site in Newtown and the wider NPWBP.</p>	<p>During phase 1 of engagement we have been clear at our open events that we are meeting with the public to discuss a wider model of care that meets the needs of the 'whole' of Powys. There have not been extensive discussions around the Newtown development yet, as we are not at that stage in the programme. As the programme progresses and we have an approved model/business case, we will be able to articulate more clearly the benefits of the broader model and that of the capital scheme in Newtown and communications will reflect this. To be completed by late spring 2020.</p>

Opportunities for development	Actions, responsibilities, timescales
The criteria within the NPWBP Communication and Engagement Plan needs to more clearly articulate how they will re-engage with citizens on how well the community felt they were listened to.	The Communication and Engagement plan will be updated in line with the next phase of work, this will involve feeding back our understanding of 'what matters' and our response to the public/communities engagement. To be completed by April 2020.

We will monitor the Health Board's and the Council'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.

# Appendix 1

## Positive Indicators of the Five Ways of Working

The table below sets out 'positive indicators' for each of the five ways of working that we have identified and will use to help inform our assessments of the extent to which bodies may be applying the Sustainable Development Principle (SDP). We do not intend to use the indicators as a 'checklist'. They should be viewed as 'indicators' that will help us to form conclusions, rather than 'determinants' of the extent to which a body is acting in accordance with the SDP in taking steps to meet its well-being objectives.

### Exhibit 2: positive indicators of 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 well-being 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 well-being 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 well-being objectives and steps to meet them impact on other public sector bodies.
- Individuals proactively work across organisational boundaries to maximise their contribution across the well-being 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.

Wales Audit Office  
24 Cathedral Road  
Cardiff CF11 9LJ

Tel: 029 2032 0500

Fax: 029 2032 0600

Textphone: 029 2032 0660

E-mail: [info@audit.wales](mailto:info@audit.wales)

Website: [www.audit.wales](http://www.audit.wales)

Swyddfa Archwilio Cymru  
24 Heol y Gadeirlan  
Caerdydd CF11 9LJ

Ffôn: 029 2032 0500

Ffacs: 029 2032 0600

Ffôn testun: 029 2032 0660

E-bost: [post@archwilio.cymru](mailto:post@archwilio.cymru)

Gwefan: [www.archwilio.cymru](http://www.archwilio.cymru)