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Auditor General for Wales

Well-being of Future Generations: An examination of Making skills work for Merthyr Tydfil; developing the workforce of the future – **Merthyr Tydfil County Borough Council**

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Mae'r ddogfen hon hefyd ar gael yn Gymraeg. This document is also available in Welsh.

The team who delivered the work comprised Katherine Simmons, Ron Price under the direction of Sara-Jane Byrne.

Contents

The Council is taking account of the sustainable development principle in its approach to making skills work for Merthyr Tydfil: developing the workforce of the future, but further work is needed to embed the five ways of working.

Summary report

Why we undertook this examination 4

Detailed Report

Part One: Examination Findings

The Council is making use of data to support the development of long term plans, but could develop a clearer strategic vision to support long term economic growth 6

The Council has a focus on preventing further economic decline, but there is potential to develop a more 'whole system' approach to address the causes of problems 7

Integration is at an early stage in supporting progress to meet Wellbeing Objectives and there is scope to strengthen integration to meet national well-being goals 8

The Council is collaborating with potential employers but would benefit from strengthening its strategic approach to collaboration 9

The Council is involving some key stakeholders in the delivery of the step, but could further develop its approach to involve the full diversity of the community 10

Part Two: Council's response 12

Appendices

Appendix 1: Positive Indicators of the Five Ways of Working 41

Summary report

Summary

Why we undertook the Examination

- 1 In accordance with the Wellbeing 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.

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'

- 2 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.
- 3 During 2018-19, the Auditor General is undertaking examinations across the 44 bodies covered by the Act to inform his report to the National Assembly.
- 4 In May 2018, the Auditor General published his 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 In developing our approach to undertaking the examinations during 2018-19, we engaged with a range of stakeholders including through our pilot work during 2017-18. We also worked closely with the Future Generations Commissioner.
- 6 As the preliminary work in year one included a consideration of how public bodies had set their Well-being Objectives, the principal focus of this work is the way in which public bodies are taking steps to meet their well-being objectives.
- 7 The findings in this report are based on fieldwork that we undertook during the period January to March 2019.
- 8 This report sets out our findings from our examination of 'Making skills work for Merthyr Tydfil; developing the workforce of the future', a step the Council is taking to meet its Wellbeing Objectives.
- 9 It also sets out the Council's initial response to our findings.

What we examined

- 10 We examined the extent to which the Council is acting in accordance with the sustainable development principle in making skills work for Merthyr Tydfil: developing the workforce of the future.
- 11 In order to act in accordance with the sustainable development principle public bodies must take account of the following 'ways of working':

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'¹ document.

| 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 well-being objectives may impact upon each of the well-being 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 well-being objectives. |
| Involvement 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. |

- 12 Our examination found that: The Council is taking account of the sustainable development principle in its approach to making skills work for Merthyr Tydfil: developing the workforce of the future, but further work is needed to embed the five ways of working.

¹ Well-being of Future Generations (Wales) Act 2015 The Essentials, Welsh Government (2015)

Detailed report

Part One: Examination findings

The Council is making use of data to support the development of long term plans, but could develop a clearer strategic vision to support long term economic growth

What we looked for

- 13 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.
- 14 Our examination was also informed by the positive indicators for the 'long-term' that we have identified and used as part of this examination.²

What we found

- 15 We identified the following strengths:
- Making use of data and labour market intelligence
 - Shifted focus from short term interventions to long term improvements to job opportunities and in-work progression.
 - Some employment support programmes produce long term change in individual skills, aspirations and outcomes
 - Developed and continues to invest in the Economic Growth partnership to support its longer term plans
 - Delivering short to medium term benefits whilst also planning for the longer term eg around Trago Mills and attracting new employers.
 - Lessons learnt exercise to review and develop its approach to support long term economic development opportunities.
- 16 We identified the following areas for improvement:
- There is variable understanding of what long term means to the Council in the context of the Act.

² See Appendix 1

- Key inter-linked plans to shape the future direction of the step e.g. Economic Growth Strategy, Local Development Plan, Town Centre Master Plan, Tackling Poverty Strategy - but not guided by a shared vision with partners
- Although the Council is beginning to collate case studies to add a narrative to how they measure success, monitoring and review of the step is currently linked to outputs rather than longer term outcomes
- The Council highlighted that there are some significant resourcing risks associated with the delivery of the employability service, with a model for the service only until to 2022.

The Council has a focus on preventing further economic decline, but there is potential to develop a more ‘whole system’ approach to address the causes of problems

What we looked for

- 17 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.
- 18 Our examination was also informed by the positive indicators for ‘prevention’ that we have identified and used as part of this examination.³

What we found

- 19 We identified the following strengths:
- A focus on preventing long term economic inactivity that is well articulated both internally and externally
 - Use of data is improving, which is helping to identify what the problems are and how they can be prevented from getting worse
 - The Council understands the problems and what they need to do to address them, for example, through focusing on town centre partnerships
 - Nature of education and training actions are largely preventative

³ See Appendix 1

- Council has committed some resources to prevention activities and in match-funding some programmes
- Education programmes in schools to shape aspirations – career advice being linked to real labour market data and intelligence

20 We identified the following areas for improvement:

- A greater focus on a whole system approach to employability and skills development is needed to understand the root causes of problems and how to address these
- Although the Council has committed some resources to prevention activities and in match-funding some programmes, prevention programmes are relatively short term in nature due to the reliance on external time specific funding
- The Council has identified that there are some significant programmes of training that appear to be in areas already provided for – e.g. hairdressers, beauticians

Integration is at an early stage in supporting progress to meet Wellbeing Objectives and there is scope to strengthen integration to meet national well-being goals

What we looked for

21 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's well-being objectives and wider priorities; and
- how delivery of this step will impact on other public bodies' well-being objectives.

22 Our examination was also informed by the positive indicators for 'integration' that we have identified and used as part of this examination⁴.

What we found

23 We identified the following strengths:

⁴ See Appendix 1

- Officers highlighted the interaction between this step and the other steps within this objective and the Council's other objectives e.g. Children get the best start to life and are equipped with the skills they need to be successful learners and confident individuals
- The Council is approaching economic growth as a cross cutting theme across the Council
- The Council is at the beginning of integrating plans and actions to meet its Wellbeing objectives.

24 We identified the following areas for improvement:

- Further integration of plans and actions to deliver the step and the well being objective more broadly.
- Further consideration of how the step could contribute towards the different aspects of well-being (economic, social, cultural and environmental) and specifically the national well-being goals.

The Council is collaborating with potential employers but would benefit from strengthening its strategic approach to collaboration

What we looked for

25 We looked for evidence that the Council:

- 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.

26 Our examination was also informed by the positive indicators for 'collaboration' that we have identified and used as part of this examination⁵.

What we found

27 We identified the following strengths:

⁵ See Appendix 1

- The Council, through the Economic Growth Partnership, has developed an approach where a single organisation leads on new employment and economic development opportunities
- Internally, the Community Regeneration team members coordinate support to businesses
- Positive collaboration with the private sector around the development and delivery of employment opportunities and economic regeneration
- The Council recognises and values the contributions that partners can make. It has developed mature relationships with partners through the Economic Growth Partnership, Tacking Poverty Group, Town Centre partnership, and with Blaenau Gwent Council to deliver the Aspire project.
- Partners articulated a shared resolve and collective responsibility for filling resourcing gaps to provide a package for employees and employers i.e. matching people to jobs.

28 We identified the following areas for improvement:

- The Council's review and monitoring of whether collaborations are helping it meet the step and the related Wellbeing Objective is currently not systematic.
- The absence of clear action plans and an agreed shared vision is a barrier to collective accountability for outcomes.

The Council is involving some key stakeholders in the delivery of the step, but could further develop its approach to involve the full diversity of the community

What we looked for

29 We looked for evidence that the Council 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.

30 Our examination was also informed by the positive indicators for 'involvement' that we have identified and used as part of this examination⁶.

⁶ See Appendix 1

What we found

31 We identified the following strengths:

- Individual needs are identified using the subjective well-being tool
- Public meetings were held to develop a heritage based tourism offer for the future
- Partners have the opportunity to influence and engage with the delivery of programmes
- The Aspire programme works with and involves individuals.

32 We identified the following areas for improvement:

- There has been limited involvement of the full diversity and sectors of the community in the design and implementation of the step

Part Two: Council's response

- 33 Following the conclusion of our fieldwork we presented our findings to the Council at a workshop in June 2019 that was attended by officers from the Council's economic development and corporate performance teams together with a representative from Tydfil Training. At this workshop the Council began to consider its response to our findings and as a result of discussions at the workshop and further reflection on our findings, the Council has developed an action plan, set out on the next pages.
- 34 We will continue to monitor the Council's progress in implementing these actions, and the extent to which they address the issues we have identified in our findings.

Exhibit 2: the Council's action plan

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|---|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Prevention | | | | | | | | |
| Theme 1 - Develop plan of sharing data (timely and to the correct areas) to inform long term planning | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 1 - Review eligibility criteria to maximise programme delivery in respect of delivering the well-being step | May-19 | Sep-19 | May-19 | | AM | Green | | 0% |
| Theme 1 - Review resources to ensure they are aligned to outcomes (internal departments and external organisations) | May-19 | Apr-20 | May-19 | | AM | Amber | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 1 - Work closely with schools and learning to identify potential skill gaps and ensure effective work experience opportunities exist | May-19 | Apr-20 | Jun-19 | | CL | Green | | 20% |
| Theme 1 - Build awareness and knowledge of school curriculum to aid in delivering the outcomes and enable prevention | Jun-19 | Apr-22 | Jun-19 | | SW | Green | | 2% |
| Theme 2 - Evaluate delivery to date across the step and develop lessons learnt to inform future planning | May-19 | Sep-19 | May-19 | | MP | Green | | 15% |
| Theme 2 - Use evaluation to plan future delivery (specific to 5 ways of working) | Jul-19 | Apr-20 | May-19 | | AM | Green | | 20% |
| Theme 2 - Test if resource exists to meet short term | May-19 | Apr-20 | May-19 | | AO | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|---|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| issues and resource planning enables prevention | | | | | | | | |
| Theme 2 - Test monitoring processes - specifically aligned to 5 ways of working | May-19 | Sep-19 | May-19 | | AM | Green | | 15% |
| Theme 3 - Understand social issues and use this information in design and delivery | Jun-19 | Apr-20 | | | CL | Green | | 0% |
| Theme 3 - Identify root causes regarding unemployment and use this information in design (the whole system) | Jun-19 | Apr-20 | | | CL | Green | | 0% |
| Theme 3 - Link need to funding and engage with funders where gaps exist | Jun-19 | Apr-20 | | | CL | Green | | 0% |
| Collaboration | | | | | | | | |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|---|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 1 - Identify who best to deliver what prior to design phase | Jul-19 | Apr-20 | | | AO | Green | | 0% |
| Theme 1 - Ensure all parties clearly understand their role and how they fit into the bigger picture | Jul-19 | Apr-20 | | | AO | Green | | 0% |
| Theme 1 - Clearly explain objectives/goals | Jul-19 | Apr-20 | | | CL | Green | | 0% |
| Theme 1 - Ensure outcomes benefit citizens | Jul-19 | Apr-20 | | | CL | Green | | 0% |
| Theme 1 - Establish ways of testing whether collaboration is working (value for money in delivering outcomes) | Jul-19 | Apr-20 | | | EC | Green | | 0% |
| Theme 1 - Establish ways of ensuring effective collaboration | Jul-19 | Apr-20 | | | EC | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 1 - Ensure PSB is used in the right way when delivering this step | Jul-19 | Apr-20 | | | EC | Green | | 0% |
| Theme 2 - Include partners in reporting | Jul-19 | Apr-20 | | | DR-N | Green | | 0% |
| Theme 2 - Test action plans to ensure all parties are applying the 5 ways of working | Sep-19 | Apr-20 | | | AM | Green | | 0% |
| Theme 2 - Ensure correct level of accountability across all parties | Jul-19 | Apr-20 | | | AO | Green | | 0% |
| Theme 2 - Use peers from other councils to test effective collaboration | May-19 | Apr-20 | | | AM | Green | | 15% |
| Theme 3 - Promote common use of well-being language across all partners | May-19 | Apr-20 | | | AM | Amber | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 3 - Develop ways that data can be shared across collaborations to meet a common goal | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 3 - Ensure safe environments are created across collaborations to best deliver outcomes for citizens | May-19 | Apr-22 | | | AO | Green | | 2% |
| Theme 3 - Consider all partners end goals at design phase (link to integration) | Sep-19 | Apr-22 | | | AO | Green | | 0% |
| Theme 3 - Better sharing of outcomes to help all parties establish success/failure | May-19 | Apr-20 | May-19 | | MP | Green | | 10% |
| Theme 3 - Share and use case studies to identify benefits and learn lessons | May-19 | Apr-20 | May-19 | | MP | Green | | 20% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|---|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Involvement | | | | | | | | |
| Theme 1 - Design a methodology to involve all stakeholders (use of visuals, written and verbal communication) | Sep-19 | Apr-20 | | | JG | Green | | 0% |
| Theme 1 - Enhance involvement across the wider region | Sep-19 | Apr-20 | | | AO | Green | | 0% |
| Theme 1 - Understand and bridge the gaps left by Communities First | Aug-19 | Apr-20 | | | AO | Green | | 0% |
| Theme 1 - Review existing practices and build outcomes into all new design phases | May-19 | Sep-19 | May-19 | | AM | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|---|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 1 - Ensure all consultation is designed with 5 ways of working at the front | May-19 | Sep-19 | May-19 | | CD | Green | | 0% |
| Theme 2 - Use social media to involve stakeholders in design and delivery | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |
| Theme 2 - Involve established parties (e.g. design council for wales) at key stages within delivery | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |
| Theme 2 - Ensure the correct data is gathered as part of involvement (e.g. better approach to gathering information from employer: employer voice following delivery of intervention) | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 3 - Ensure focus groups are used effectively in design stages and throughout | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |
| Theme 3 - Ensure learners voice surveys inform design and delivery | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |
| Theme 3 - Ensure that the correct parties are involved at focus groups and other stages throughout the delivery of this step | May-19 | Apr-22 | May-19 | | AO | Green | | 0% |
| Theme 3 - Understand that the dynamics of the community and involve the community in design and throughout | May-19 | Apr-22 | May-19 | | AO | Green | | 0% |
| Integration | | | | | | | | |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|---|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 1 - Better sharing of strategies (in terms of outcomes) across MTCBC | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 1 - Streamline strategies | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 1 - Enhance communication to stakeholders regarding strategy design, development and implementation | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |
| Theme 1 - Ensure all staff (and all involved) understand their contribution in delivering outcomes | May-19 | Apr-22 | May-19 | | HB | Green | | 0% |
| Theme 1 - Use the golden thread so that staff understand how they fit into the bigger picture | Jun-19 | Apr-20 | | | EC | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|---|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 1 - Ensure all partners understand how their contribution to collaboration can be used to better deliver for our citizens (the right people speaking at the right time) | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |
| Theme 2 - Ensure appropriate buy-in and understanding through joined up policies and strategies | May-19 | Apr-22 | May-19 | | HB | Green | | 0% |
| Theme 2 - Use of common language and common goals (internal and external) to be used across all forums | May-19 | Apr-20 | | | AM | Amber | | 0% |
| Theme 2 - Build better understanding across leaders and operational staff within MTCBC as to how the delivery of outcomes within a well-being | May-19 | Apr-20 | | | EC | Amber | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| objectives also contributes to wider well-being objectives | | | | | | | | |
| Theme 2 - Ensure alignment of strategic plans (SOAPs) | May-19 | Apr-20 | | | AM | Amber | | 0% |
| Theme 2 - Ensure all outputs and targets are linked to strategies that deliver priorities | May-19 | Apr-20 | | | AM | Amber | | 0% |
| Theme 3 - Ensure continued regular interaction with the PSB and SPB to share developments and changes | May-19 | Apr-22 | May-19 | | EC | Green | | 0% |
| Theme 3 - Ensure all resources are aligned to deliver strategies to provide best value for money based on prioritisation | May-19 | Apr-20 | May-19 | | AO | Amber | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 3 - Make sure that council continues its role as a connector and facilitator in integrating strategies and funding across stakeholders | May-19 | Apr-20 | May-19 | | EC | Green | | 0% |
| Long Term | | | | | | | | |
| Theme 1 - Ensure that the council vision and well-being objectives consider the long term and action plans align to that | May-19 | Apr-20 | May-19 | | EC | Green | | 0% |
| Theme 1 - Ensure self evaluation, business improvement plans and corporate governance all have the 5 ways of working at the centre | May-19 | Apr-20 | May-19 | | AM | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 1 - Link to involvement and integration - ensure all strategies and partner objectives are aligned to the long term | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 1 - Work with stakeholders/partners to explain the long term vision for Merthyr Tydfil and how all can work together to achieve that | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |
| Theme 1 - When engaging with the community, ensure the long term is considered | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |
| Theme 2 - Review 'the long term' in all strategies | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 2 - Test SOAPs and business improvement plans against the long term | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 2 - Define roles across action plans that include succession planning to deliver long term | May-19 | Apr-20 | May-19 | | HB | Green | | 10% |
| Theme 2 - Ensure all strategies are integrated and long term | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 2 - Test vision and goals to ensure the long term is focused on | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 3 - Work with funders and policy setters to align funding and national strategies with the long term | Sep-19 | Apr-22 | | | AO | Green | | 0% |
| Theme 3 - Embed five ways of working into the Focus on My Performance process | May-19 | Apr-20 | May-19 | | HB | Green | | 50% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|---------------------------|-------------------------|--------------------------|------------------------|-------------------------------|--------------------|-----------------|-------------------|
| Theme 3 - Horizon scanning to ensure future risks are captured in terms of delivering the vision/goals | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Prevention | | | | | | | | |
| Theme 1 - Develop plan of sharing data (timely and to the correct areas) to inform long term planning | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 1 - Review eligibility criteria to maximise programme delivery in respect of delivering the well-being step | May-19 | Sep-19 | May-19 | | AM | Green | | 0% |
| Theme 1 - Review resources to ensure they are aligned to outcomes (internal departments and external organisations) | May-19 | Apr-20 | May-19 | | AM | Amber | | 0% |
| Theme 1 - Work closely with schools and learning to identify potential skill gaps and ensure effective work experience opportunities exist | May-19 | Apr-20 | Jun-19 | | CL | Green | | 20% |
| Theme 1 - Build awareness and knowledge of school curriculum to aid in delivering the outcomes and enable prevention | Jun-19 | Apr-22 | Jun-19 | | SW | Green | | 2% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|---|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 2 - Evaluate delivery to date across the step and develop lessons learnt to inform future planning | May-19 | Sep-19 | May-19 | | MP | Green | | 15% |
| Theme 2 - Use evaluation to plan future delivery (specific to 5 ways of working) | Jul-19 | Apr-20 | May-19 | | AM | Green | | 20% |
| Theme 2 - Test if resource exists to meet short term issues and resource planning enables prevention | May-19 | Apr-20 | May-19 | | AO | Green | | 0% |
| Theme 2 - Test monitoring processes - specifically aligned to 5 ways of working | May-19 | Sep-19 | May-19 | | AM | Green | | 15% |
| Theme 3 - Understand social issues and use this information in design and delivery | Jun-19 | Apr-20 | | | CL | Green | | 0% |
| Theme 3 - Identify root causes regarding unemployment and use this information in design (the whole system) | Jun-19 | Apr-20 | | | CL | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|---|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 3 - Link need to funding and engage with funders where gaps exist | Jun-19 | Apr-20 | | | CL | Green | | 0% |
| Collaboration | | | | | | | | |
| Theme 1 - Identify who best to deliver what prior to design phase | Jul-19 | Apr-20 | | | AO | Green | | 0% |
| Theme 1 - Ensure all parties clearly understand their role and how they fit into the bigger picture | Jul-19 | Apr-20 | | | AO | Green | | 0% |
| Theme 1 - Clearly explain objectives/goals | Jul-19 | Apr-20 | | | CL | Green | | 0% |
| Theme 1 - Ensure outcomes benefit citizens | Jul-19 | Apr-20 | | | CL | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|---|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 1 - Establish ways of testing whether collaboration is working (value for money in delivering outcomes) | Jul-19 | Apr-20 | | | EC | Green | | 0% |
| Theme 1 - Establish ways of ensuring effective collaboration | Jul-19 | Apr-20 | | | EC | Green | | 0% |
| Theme 1 - Ensure PSB is used in the right way when delivering this step | Jul-19 | Apr-20 | | | EC | Green | | 0% |
| Theme 2 - Include partners in reporting | Jul-19 | Apr-20 | | | DR-N | Green | | 0% |
| Theme 2 - Test action plans to ensure all parties are applying the 5 ways of working | Sep-19 | Apr-20 | | | AM | Green | | 0% |
| Theme 2 - Ensure correct level of accountability across all parties | Jul-19 | Apr-20 | | | AO | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 2 - Use peers from other councils to test effective collaboration | May-19 | Apr-20 | | | AM | Green | | 15% |
| Theme 3 - Promote common use of well-being language across all partners | May-19 | Apr-20 | | | AM | Amber | | 0% |
| Theme 3 - Develop ways that data can be shared across collaborations to meet a common goal | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 3 - Ensure safe environments are created across collaborations to best deliver outcomes for citizens | May-19 | Apr-22 | | | AO | Green | | 2% |
| Theme 3 - Consider all partners end goals at design phase (link to integration) | Sep-19 | Apr-22 | | | AO | Green | | 0% |
| Theme 3 - Better sharing of outcomes to help all parties establish success/failure | May-19 | Apr-20 | May-19 | | MP | Green | | 10% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|---|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 3 - Share and use case studies to identify benefits and learn lessons | May-19 | Apr-20 | May-19 | | MP | Green | | 20% |
| Involvement | | | | | | | | |
| Theme 1 - Design a methodology to involve all stakeholders (use of visuals, written and verbal communication) | Sep-19 | Apr-20 | | | JG | Green | | 0% |
| Theme 1 - Enhance involvement across the wider region | Sep-19 | Apr-20 | | | AO | Green | | 0% |
| Theme 1 - Understand and bridge the gaps left by Communities First | Aug-19 | Apr-20 | | | AO | Green | | 0% |
| Theme 1 - Review existing practices and build outcomes into all new design phases | May-19 | Sep-19 | May-19 | | AM | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|---|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 1 - Ensure all consultation is designed with 5 ways of working at the front | May-19 | Sep-19 | May-19 | | CD | Green | | 0% |
| Theme 2 - Use social media to involve stakeholders in design and delivery | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |
| Theme 2 - Involve established parties (e.g. design council for wales) at key stages within delivery | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |
| Theme 2 - Ensure the correct data is gathered as part of involvement (e.g. better approach to gathering information from employer: employer voice following delivery of intervention) | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 3 - Ensure focus groups are used effectively in design stages and throughout | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |
| Theme 3 - Ensure learners voice surveys inform design and delivery | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 3 - Ensure that the correct parties are involved at focus groups and other stages throughout the delivery of this step | May-19 | Apr-22 | May-19 | | AO | Green | | 0% |
| Theme 3 - Understand that the dynamics of the community and involve the community in design and throughout | May-19 | Apr-22 | May-19 | | AO | Green | | 0% |
| Integration | | | | | | | | |
| Theme 1 - Better sharing of strategies (in terms of outcomes) across MTCBC | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 1 - Streamline strategies | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 1 - Enhance communication to stakeholders regarding strategy design, development and implementation | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|---|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 1 - Ensure all staff (and all involved) understand their contribution in delivering outcomes | May-19 | Apr-22 | May-19 | | HB | Green | | 0% |
| Theme 1 - Use the golden thread so that staff understand how they fit into the bigger picture | Jun-19 | Apr-20 | | | EC | Green | | 0% |
| Theme 1 - Ensure all partners understand how their contribution to collaboration can be used to better deliver for our citizens (the right people speaking at the right time) | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |
| Theme 2 - Ensure appropriate buy-in and understanding through joined up policies and strategies | May-19 | Apr-22 | May-19 | | HB | Green | | 0% |
| Theme 2 - Use of common language and common goals (internal and external) to be used across all forums | May-19 | Apr-20 | | | AM | Amber | | 0% |
| Theme 2 - Build better understanding across leaders and operational staff within MTCBC as | May-19 | Apr-20 | | | EC | Amber | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| to how the delivery of outcomes within a well-being objectives also contributes to wider well-being objectives | | | | | | | | |
| Theme 2 - Ensure alignment of strategic plans (SOAPs) | May-19 | Apr-20 | | | AM | Amber | | 0% |
| Theme 2 - Ensure all outputs and targets are linked to strategies that deliver priorities | May-19 | Apr-20 | | | AM | Amber | | 0% |
| Theme 3 - Ensure continued regular interaction with the PSB and SPB to share developments and changes | May-19 | Apr-22 | May-19 | | EC | Green | | 0% |
| Theme 3 - Ensure all resources are aligned to deliver strategies to provide best value for money based on prioritisation | May-19 | Apr-20 | May-19 | | AO | Amber | | 0% |
| Theme 3 - Make sure that council continues its role as a connector and facilitator in integrating strategies and funding across stakeholders | May-19 | Apr-20 | May-19 | | EC | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Long Term | | | | | | | | |
| Theme 1 - Ensure that the council vision and well-being objectives consider the long term and action plans align to that | May-19 | Apr-20 | May-19 | | EC | Green | | 0% |
| Theme 1 - Ensure self evaluation, business improvement plans and corporate governance all have the 5 ways of working at the centre | May-19 | Apr-20 | May-19 | | AM | Green | | 0% |
| Theme 1 - Link to involvement and integration - ensure all strategies and partner objectives are aligned to the long term | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 1 - Work with stakeholders/partners to explain the long term vision for Merthyr Tydfil and how all can work together to achieve that | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |
| Theme 1 - When engaging with the community, ensure the long term is considered | May-19 | Apr-22 | May-19 | | CD | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 2 - Review 'the long term' in all strategies | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 2 - Test SOAPs and business improvement plans against the long term | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 2 - Define roles across action plans that include succession planning to deliver long term | May-19 | Apr-20 | May-19 | | HB | Green | | 10% |
| Theme 2 - Ensure all strategies are integrated and long term | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 2 - Test vision and goals to ensure the long term is focused on | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |
| Theme 3 - Work with funders and policy setters to align funding and national strategies with the long term | Sep-19 | Apr-22 | | | AO | Green | | 0% |

| Activity | Planned Start Date | Planned End Date | Actual Start Date | Actual End Date | Responsible Officer(s) | BRAG Status | Progress | % Complete |
|--|--------------------|------------------|-------------------|-----------------|------------------------|-------------|----------|------------|
| Theme 3 - Embed five ways of working into the Focus on My Performance process | May-19 | Apr-20 | May-19 | | HB | Green | | 50% |
| Theme 3 - Horizon scanning to ensure future risks are captured in terms of delivering the vision/goals | May-19 | Apr-20 | May-19 | | AM | Green | | 10% |

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 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 wellbeing objectives.

Exhibit 3: Positive Indicators of the Five Ways of Working

| What would show a body is fully applying the long-term way of working? |
|--|
| <ul style="list-style-type: none">• 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? |
| <ul style="list-style-type: none">• 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.

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