

SCRUTINY COMMITTEE REPORT

Date Written	3 rd September 2021
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Service Area	Council wide
Committee Date	14 th September 2021

To: Chair, Ladies and Gentlemen

CORPORATE WELL-BEING PLAN AND WELL-BEING OBJECTIVES

1.0 SUMMARY OF THE REPORT

- 1.1. This report sets out the purpose and approach to reviewing the Council's Corporate Well-being Plan and Well-being Objectives.
- 1.2. The approach outlines the steps the Council is proposing to take in reviewing its Corporate Well-being Plan. This includes the lesson learnt from developing and delivering the existing plan, best practice and feedback from regulators, learning from other Councils and working with regional colleagues as the regional Well-being Plan is being reviewed.

2.0 RECOMMENDATION(S)

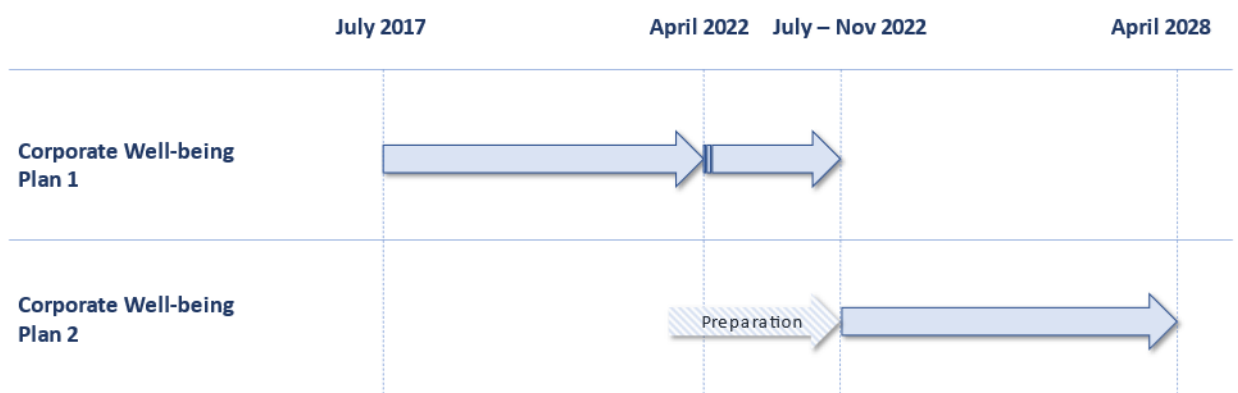
- 2.1 The judgements and evaluation are noted and debated.

3.0 INTRODUCTION AND BACKGROUND

- 3.1. This report sets out the approach and proposals to reviewing the Council's Corporate Well-being Plan and Well-being Objectives. This is done every five years at the end of a Corporate Well-being Plan, to ensure a clear direction of travel is maintained to meet the needs of our communities. The Council approved the existing Corporate Well-being Plan and Well-being Objectives in July 2017. Although the plan is reviewed annually, an in-depth review is needed at the end of the lifetime of the plan. To do this the Council carries out an engagement and consultation exercise to understand the needs of residents and if existing plans still meets their needs. Following this, the plan and objectives are updated, and outcomes established. This

will be especially important at present to understand the impact of the coronavirus pandemic.

- 3.2. The Public Services Board (PSB) and Regional Partnership Board (RPB) are developing a Population Needs Assessment and a Well-being Assessment as part of reviewing the Regional Well-being Plan. That approach uses 100 days of engagement with a view to move to co-production as the plan develops. This means that the population needs assessment and well-being assessment engagement exercises will be completed prior to Christmas 2021. This work can be used to inform the development of the Council’s Corporate Well-being Plan.
- 3.3. The Council is required to publish its Corporate Well-being Plan by the end of April each year, following a review of the plan. It is proposed that the existing plan is reviewed in usual way (Officer and Member review, including scrutiny challenge, then Council approval) prior to the end of April 2022. Then, to publish the Council’s new Corporate Well-being Plan between July and November of 2022. This will allow the Council to engage and consult with communities, use the needs assessments outlined above, together with analysis of data and lessons learnt over the duration of the existing Corporate Well-being Plan. It also allows the Council to involve Elected Members following election in May 2022. This will address the issues of approval of the new plan so close to an election (or even during the pre-election period) and will align the plan with the regional well-being plan.
- 3.4. As outlined above, the existing Corporate Well-being Plan will be reviewed and published before the end of April 2022, as done in previous years and meeting the duty on the Council. The new Corporate Well-being Plan will be approved later in 2022. This proposal has been discussed with the Council’s Corporate Management Team, Audit Wales and the Well-being of Future Generations Commissioners Officers. All see the merits of the proposal and support the approach. Engagement will start in the autumn/winter of 2021 to contribute to the regional well-being plan development and for the new Corporate Well-being Plan.
- 3.5. The visual below sets out the timelines of the plans and preparation for the new corporate plan. The Corporate Well-being Plan 1 is the existing plan.



4.0 WHERE WE WERE

- 4.1. The Council approved its existing Corporate Well-being Plan and Well-being Objectives at a Council meeting on the 26th July 2017. The plan was set to end in April 2022. As such the Council is set to review its Corporate Well-being Plan and Well-being Objectives, as described in section 3 above.
- 4.2. Prior to approving and publishing the existing Corporate Well-being Plan and Well-being Objectives, the Council undertook a substantial engagement and consultation exercise. This was done in line with the regional needs assessments being carried out at the time. The findings were used to develop the Councils Well-being Objectives and Corporate Well-being Plan.
- 4.3. After year one, the Council refocused its plan by conducting a lesson learnt exercise (conducted by Senior Officers with input from portfolio Members and fed into the scrutiny process as part of the annual review). This meant that objectives became more focused on addressing the outcomes set in the plan. The Council also conducted an exercise to test if the objectives were being delivered against the Well-being of Future Generations (Wales) Act. The Council was, and is doing this, but it provided an opportunity in how to do more. Examples are: becoming focused on more integration across plans; departments from across the Council collaborating to deliver objectives. A good example of this is how the Economic Development Teams and Education Teams are working together to address skill development and unemployment.
- 4.4. Following year two, the Council has worked with an Improvement and Assurance Board. As part of this work, a Recovery, Transformation and Improvement (RTI) Plan has been developed. This plan has further helped the Council to prioritise its improvement. Three areas have been identified, namely: Improving our Education Standards; Increasing our resilience in Social Care; Economic Recovery. This means that, by implementing the RTI Plan, the Council will be better placed to deliver the Corporate Well-being Plan and achieve its Well-being Objectives.

5.0 WHERE WE ARE NOW

- 5.1. The Council has developed a stakeholder analysis to help review the Corporate Well-being Plan and Well-being Objectives. This is a live document that can be added to throughout the process. This is being cross referenced with those used across the region.
- 5.2. It is proposed that the Council follows a similar approach to that of the Cwm Taf Morgannwg region in developing its plan. This means that engagement with the community will be carried out and data analysed to establish the need. This will include using data developed in the Population Needs Assessment and Well-being Assessment. As part of this exercise, it will be proposed to align the approval of the new Corporate Well-being Plan and Well-being Objectives with the timeline of the regional plan.
- 5.3. MTCBC has already engaged with other Councils that have recently reset their Well-being Objectives and Corporate Well-being Plans. Lessons learnt have been built

into the process. Broadly speaking, lessons learnt have been around ensuring engagement with hard-to-reach groups is done and a variety of questions are asked through different channels to capture people's views. This can be broken down by postcode or ward to ensure the Council best uses its resources and doesn't take a blanket approach to address need. Benchmarking has shown that Well-being Objectives are often refocused and not 'thrown out and started again'.

- 5.4. It is important to ensure the impacts of the coronavirus pandemic are being addressed as part of the plan. Wicked issues such as tackling poverty need to be addressed within the plan. A collaborative approach will need to be taken regarding these issues and other strategic plans integrated to address these matters effectively and efficiently. Internal and external collaboration arrangements developed during the coronavirus pandemic will be built upon. A good example of this is how the Revenues Team has worked with the Economic Development Team to deliver support to businesses.
- 5.5. The work already undertaken as part of the Council's governance and strategic development, for example through the RTI Plan, will support the Corporate Well-being Plan. Some examples are the Raising Aspirations Raising Standards (RARS) Strategy, Strategic Equalities Plan (SEP) and Economic Recovery (developing an Economic Vision).
- 5.6. The approach described below and in appendix 1 will be built around the 'Setting good well-being objectives' document produced by The Future Generations Wales Commissioners Officer (Future Generations Report 2020). This sets out ten steps that organisations should follow when reviewing and setting Well-being Objectives. Officers have met with Audit Wales and officers from the Well-being of Future Generations Commissioners team as part of developing the approach set out in this report. Both are supportive of the approach. The Council will continue to work with regulators throughout the process and use materials produced by Audit Wales and the Well-being of Future Generations Commissioners Team to inform the development of the plan.

6.0 WHERE WE WANT TO BE

- 6.1. The Council will review and approve its existing Well-being Corporate Plan before the end of April 2022, meeting its duty. It will do this in the usual manner by including the views of scrutiny prior to Council approval.
- 6.2. The Council will carry out analysis of data and engage with its communities (alongside the work being done by the regional team) to inform the new Corporate Well-being Plan. The proposed timescales and milestones are set out below.

Planning Stage – July and November 2021

Engagement with other Councils

Desktop exercise – lessons learnt; national resources available; review of data and performance over the last 4 years; other work carried out (e.g. programmes in the RTI Plan)

Stakeholder analysis

Develop engagement and consultation plan

Develop key messages and start to feed into Council communications

Engagement with regional team (Population Needs Assessment and Well-being Assessment)

Engagement with CMT and obtain commitment

Engagement and Consultation – September to March 2022

Scrutiny Committee engagement

Launch engagement and consultation – As part of regional work (PSB and RPB)

Keep it simple – We need to hear what our communities are saying and what they need. This can be done via various channels such as face-to-face workshops and engagement sessions, through social media and through surveys (on-line and otherwise). Feedback to participants is important.

Focus groups across the demographic and geographic – socio-economic duty; culture; environment; economic; social; protected characteristics

Workshops (using existing groups and the citizens panel)

On-line and social media engagement and consultation

Elected Member programme

Trades Unions engagement and consultation (using the existing meetings)

Staff engagement and consultation (using the staff forum, Chief Executive blog and staff survey)

Business engagement and consultation (using existing networks)

Analysis, Plan Development and Challenge – November 2021 and May 2022

Analyse data and returns (understand trends and need)

Feedback outcomes of engagement and consultation to stakeholder groups

Review current well-being objectives and vision to understand any gaps

Develop well-being objectives, vision and outcomes based on the feedback and data

Develop performance indicators (in line with recommendations from the 10 steps outlined above)

Officer and Member scrutiny

Stakeholder and peer challenge

Develop corporate well-being plan template

Incorporate outcomes from regional engagement – December 2021 and June 2022

Use the findings set out above to feed into the regional engagement exercise

Take learning and outcomes from the regional engagement exercise to feed into well-being objective, vision and outcome development

Test and approval – July to November 2022

Feedback to stakeholders

Challenge if gaps have been addressed

Officer challenge

Cabinet challenge

Scrutiny challenge

Council approval

7.0 WHAT WE NEED TO DO NEXT

- 7.1. Continue to engage with Audit Wales and the Well-being of Future Generations Commissioners Office.
- 7.2. Finalise the planning stage for engagement in using the 10 steps best practice (the focus being on steps 1 to 4 for this stage).
- 7.3. Scrutiny Committee – September 2021.

8.0 CONTRIBUTION TO WELL-BEING OBJECTIVES

- 8.1. The proposals set out in this report directly contribute to the development and delivery of the Council's Well-being Objectives. By understanding the needs of our residents, we can become more focused on how we can align our resources to deliver the outcomes needed.

ELLIS COOPER
CHIEF EXECUTIVE

COUNCILLOR LISA MYTTON
COUNCIL LEADER AND CABINET
MEMBER FOR LEARNING

APPENDICES

Appendix 1 – Steps to setting Well-being Objectives

The **first step** asks us to step back and be clear on:

- What are we really trying to achieve? What impact do we want?
- What problem are we trying to solve?
- What is the evidence (including our well-being assessments) telling us? We will also use the learning from across Wales (produced by the Future Generations Wales Office).
- What are we already doing well? Are there opportunities to built on it, and transfer learning across the organisation? We are also going to engage with other Councils to learn lessons.
- We will look at where we can improve and/or do more.
- As with the RTI Plan, we will find out where the opportunities to make stronger links and connections are.
- This will all be done while focusing on the sustainable development principles and national well-being goals.
- We will also use the Future Generations Frameworks for projects and service design to inform the process.

The **second step** ensures we are applying the sustainable development principle in the 5 ways of working.



Long Term



Prevention



Integration



Collaboration



Involvement

In the **third step**, we will bring people together.

- We will involve a wide range of people (including our protected characteristic groups) using existing engagement groups but also creating new ones if we have to. We will use the 4 statutory consultees (Local Government and elections (Wales) Act 2021).
- We aim to engage with those representing social, environmental, economic and cultural well-being.
- We will share our findings and any identified gaps.
- We will be aspirational but also realistic, so will take a SMART approach.
- We will use the Future Generations 'journey to involvement' document to support us in delivering this step.

The **fourth step** asks us to join the dots.

- We will use an overarching approach to considering well-being objectives, not based on services or staffing structures.
- We will use the learning from the workshops carried out by Audit Wales in the first Corporate Well-being Plan. This will help us make the connections across the

Council, partners and wider organisations. This will make sure maximise our contribution to delivering the 7 national well-being goals.

- We will use best practice papers produced by Audit Wales to inform this step.
- As we progress through this step, we will reflect on step 1 to ensure the process is remaining focused.

The **fifth step** asks us to be brave.

As with the RTI Plan, the Council will need to step outside its comfort zone and ensure the plan is delivering what is needed by our residents and other citizens. We will ask the following questions:

- Are there parts of the system working well?
- What barriers are preventing progress?
- Are we seeking change or transformation?
- Are our measures fit for purpose?
- Could we do more?

In the **sixth step** we will test and share as we progress.

- This will help us be transparent and show how everyone is involved.
- We may need a number of iterations before arriving at our desired outcome.
- We will collaborate and involve as we do this.
- We will reinforce what we are trying to achieve.
- Everyone's input will be valued and feedback will be provided.

Step seven sets out how we use the resources available to us.

- We will use resources from Audit Wales and the Future Generations Commissioner.
- These include:
 - The journeys to well-being
 - Future Generations Frameworks (projects, service design and scrutiny)
 - Three horizons toolkit
 - Self-reflection tool
 - Well-being in Wales: planning today for a better tomorrow – our learning from the 2017 Well-being Assessments
 - Well-being in Wales: the journey so far – our analysis of well-being objectives and advice on reporting progress
 - Resources from Public Health Wales
 - Audit Wales Good Practice Exchange
 - Resources from the Bevan Foundation

In **step eight** we will use language and layout that is easy to understand.

- We will define what words and terms mean, making sure that audiences understand what we are saying.
- We will be clear and use plain English.
- We will ensure that Welsh language standards are met.

- We will ensure that materials are available in other languages.

Step nine asks us to ensure that our objectives and steps are clear.

- Have we set clear objectives and steps? Are they SMART?
- Can people understand the difference between our objectives and steps?
- Are we clear as to how and when we will meet these steps and objectives?
- Can people understand what we are trying to achieve and why?
- Can we clearly describe how we are maximising contributions towards the 7 national goals?
- Can we show how we are applying the 5 ways of working?
- How can we test all this?

The **tenth and final step** asks if we are making a difference.

- Do we have examples of doing things differently? Do we encourage honest self-reflection?
- Have we achieved the impact we anticipated? Reflect against step one.
- Are our measures in place and right against our outcomes and objectives?
- How can we demonstrate progress?
- How can we show we are contributing to the 7 national goals?
- Have we considered the short, medium and long term?
- Have we worked to the 5 ways of working?
- Have we set qualitative measures?
- Do we have clear accountability?
- Is our plan preventative?
- Does our plan meet with expectations of the Social Services and Well-being (Wales) Act 2014?
- Use CIPFA guidance

BACKGROUND PAPERS		
Title of Document(s)	Document(s) Date	Document Location
Does the report contain any issue that may impact the Council's Constitution?		No