

WELL-BEING STATEMENT



**One Council
Working
Together to
Improve Lives**

The Well-being of Future Generations (Wales) Act 2015 is about improving the economic, social, cultural and environmental well-being of Wales. For the first time in law public bodies must work to achieve a shared vision, expressed in the Act as the seven national well-being goals, which are:

A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
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Public bodies subject to the Act have a legal duty to adopt the sustainable development principle when setting well-being objectives and in taking steps to achieve those objectives. In the Act the sustainable development principle is represented by the five ways of working, which are:



Long term



Prevention



Integration



Collaboration



Involvement

This document sets out Bridgend County Borough Council's well-being objectives and describes how they will help us to achieve the seven well-being goals for Wales. It should be read alongside our corporate plan 2018-2022, updated for 2020-21 which sets our revised well-being objectives and establishes the rationale and the steps we will take to achieve them. In our well-being statement we set out the scope of each well-being objective, what we aim to achieve and why they are important. Underpinning our well-being objectives, is our vision of one council working together to improve lives.

Each public body subject to the Well-being of Future Generations (Wales) Act 2015 has a statutory duty to set well-being objectives and to review them annually to ensure they remain fit for purpose. The annual review is also an opportunity to further examine how we are applying the sustainable development principle and make changes accordingly.

The purpose of this document is to:

- explain how we set our well-being objectives
- set out how our well-being objectives in our corporate plan contribute to the seven well-being goals for Wales
- demonstrate how the principles which underpin the way we work are linked to the sustainable development principle (5 ways of working)
- set out the steps we propose to take to achieve our well-being objectives
- explain how we propose to govern ourselves to meet our objectives

SETTING OUR WELL-BEING OBJECTIVES

In order to set our well-being objectives we consulted with residents in late 2015 as part of the Budget Consultation process. Respondents to the exercise were asked to identify to what extent they agreed or disagreed that the Council should focus on three objectives.

- These were:
- * Supporting a successful economy
 - * Helping people to be more self-reliant
 - * Smarter use of resources

The results of the consultation showed strong agreement with the chosen well-being objectives. Supporting a successful economy and smarter use of resources were the most supported objectives, with 86 per cent of respondents selecting agree or strongly agree as responses. Helping people to be more self-reliant was the least supported objective however, still received agreement from four in five respondents (80%). A similar survey was also undertaken with employees and results mirrored those from members of the public with each objective receiving over 80% agreement. These objectives became the Council's new well-being objectives following approval at Council in March 2016. These well-being objectives have been reviewed annually in line with the Well-being of Future Generations (Wales) Act 2015.

Following feedback from the Future Generations Commissioner, we revisited our well-being objectives and some of our aims for 2020-21 as part of the annual review of the corporate planning process. This resulted in more focused objectives with more explicit links to the 7 well-being goals and increased opportunities for collaboration. Our revised well-being objectives are:

**Supporting a successful
sustainable economy**

**Helping people and communities
to be more healthy and resilient**

Smarter use of resources

We also set out new priority areas where we can make the biggest difference to the lives of the people across the County Borough now and in the future.

OUR CONTRIBUTION TO THE WELL-BEING GOALS BY WELL-BEING OBJECTIVE

The Well-being of Future Generations (Wales) Act 2015 is about improving the economic, social, cultural and environmental well-being of Wales. For the first time in law public bodies must work to achieve a shared vision, expressed in the Act as the seven national well-being goals. Our well-being objectives contribute significantly to the achievement of the national well-being goals. Our revised well-being objectives relate to

different aspects of life's course whilst directing resources to shared outcomes, addressing well-being in a systematic way with commitments to help accelerate the pace of progress.

Table 1 below sets out how each of our well-being objectives contributes to the 7 national well-being goals.

Well-being Goal	Well-being Objective		
	Supporting a successful sustainable economy	Helping people and communities to be more healthy and resilient	Smarter use of resources
A prosperous Wales	✓		✓
A resilient Wales			✓
A healthier Wales	✓	✓	✓
A more equal Wales	✓	✓	✓
A Wales of cohesive communities	✓	✓	✓
A Wales of vibrant culture and thriving Welsh language	✓	✓	
A globally responsible Wales	✓		✓

OUR PRINCIPLES AND THE 5 WAYS OF WORKING

In addition to the seven well-being goals, the Well-being of Future Generations (Wales) Act 2015 puts in place the sustainable development principle, and defines the five ways of working that public bodies must adopt to demonstrate they have applied the sustainable development principle. We have embedded the five ways of working into our organisational principles which were set as part of our 2016-20 corporate plan and carried forward into our current 2018-2022 corporate plan. These principles underpin the way we work and are set out below:

<p>5 Ways of Working</p>	<p>Long term </p> <p>The importance of balancing short-term needs with the needs to safeguard the ability to also meet long-term needs</p>	<p>Prevention </p> <p>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</p>	<p>Integration </p> <p>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their objectives or on the objectives of other public bodies</p>	<p>Collaboration </p> <p>Acting with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives</p>	<p>Involvement </p> <p>The importance of involving people with an interest in achieving the well-being goals, and ensuring those people reflect the diversity of the area which the body serves</p>
<p>To support communities and people to create their own solutions and reduce dependency on the Council.</p>					
<p>To focus diminishing resources on communities and individuals with the greatest need.</p>					
<p>To use good information from service users and communities to inform its decisions.</p>					
<p>To encourage and develop capacity amongst the third sector to identify and respond to local needs.</p>					
<p>To not let uncertainty over the future of public services prevent meaningful and pragmatic collaboration with other public sector bodies.</p>					
<p>To work as one Council and discourage different parts of the organisation from developing multiple processes or unnecessarily different approaches.</p>					
<p>To transform the organisation and many of its services to deliver financial budget reductions as well as improvements.</p>					

ACHIEVING OUR WELL-BEING OBJECTIVES

Our well-being objectives set out what we are looking to achieve (the aims), the priority areas (to target resources) and the steps (commitments) we will take to achieve them. The steps we take to achieve the well-being objective will look to ensure that long term, preventative, integrated, collaborative and involvement approaches are fully embraced. It cannot include every element of our work, but aims to illustrate the breadth of our efforts and our contribution to the seven national well-being goals. Delivery of our well-being objectives is supported by the Medium Term Financial Strategy and directorate business plans.

All of these objectives are equally important, often interlinked, and not listed in any priority order. Whilst we annually review our well-being objectives, aims and priority areas to see if they need some minor amendments, we update our steps (commitments) annually to demonstrate next progress steps that will be taken. For the purposes of this document the steps and also our measures of success are not shown below but can be seen in the latest version of the Council's corporate plan.

Our well-being objectives, aims and priority areas are:

Well-being objective	Aims	Priority areas to support the well-being objective
Supporting a successful sustainable economy	<ul style="list-style-type: none"> • To support local people develop skills and take advantage of opportunities • To create conditions for growth and enterprise • To create town centres and communities that improve the quality of life for citizens 	<p>Improve learner outcomes To inspire and support children, adults and families to achieve better outcomes; leading to prosperous, healthy, safe and happy communities.</p> <p>Growth and prosperity Promote the conditions for growth and prosperity by supporting people and business to take advantage of the opportunities to help them succeed.</p>

Well-being objective	Aims	Priority areas to support the well-being objective
<p>Helping people and communities to be more healthy and resilient</p>	<ul style="list-style-type: none"> To give people more choice and control over what support they receive by providing early access to advice and information. To reduce demand through targeted early help and interventions. To develop more active, healthy and resilient communities by working in partnership with the third sector, town and community councils and community groups. 	<p>Developing and enhancing community support and services Ensuring there are high quality, seamless opportunities, support and services in place for those who need our help to enable them to remain independent for as long as possible.</p> <p>Building resilient communities Working with our partners and communities we will develop through co-production new and innovative alternatives to improve well-being and to support and sustain delivery. New service models will be sustainable and less reliant on the Council and will reflect a positive shift in responsibility by empowering other organisations and local people.</p> <p>Better health and well-being Improve the physical, mental and emotional well-being of children and young people and vulnerable citizens, to ensure they can thrive and fulfil their potential.</p>

Well-being objective	Aims	Priority areas to support the well-being objective
<p>Smarter use of resources</p>	<ul style="list-style-type: none"> To ensure that the council is financially sustainable over the longer term. To improve the efficiency of, and access to, services by redesigning our systems and processes. To work collaboratively to make the most of natural and physical assets. To develop the culture and skills required to meet the needs of a changing organisation. 	<p>Transforming the council's estate Ensure the Council's estate is appropriately developed and utilised to improve service delivery, reduce running costs, minimise our impact on the environment and provide the best possible setting to meet the needs of all users including citizens.</p> <p>Areas of corporate change We will adapt our ways of working to ensure the effective delivery of our well-being objectives. Embracing innovation and technology, developing the skills and approaches of staff and adopting alternative ways of working will ensure the Council is equipped to respond to future challenges.</p> <p>Environmental sustainability - Programmes of work that protect and safeguard the environment for future generations by lowering the Council's carbon footprint, enhancing reduction, re-use and recycling of materials and promoting environmental awareness and responsibility with our communities.</p>

GOVERNING AND MONITORING PERFORMANCE

We take a systematic approach to performance management, following the industry-recognised '**plan-do-review-revise**' cycle. Set out below is the cycle that we undertake to ensure effective performance management. The Council's performance management framework sets out the framework in more detail and can be found here ([link](#))



In line with the Performance Management Framework to ensure we are making sufficient progress in achieving our well-being objectives, we monitor the progress of our commitments through the Corporate Performance Assessment process (CPA) and Scrutiny process and measure the rate of improvement using a suite of 'success measures'. The CPA also provides an opportunity for senior leaders to identify opportunities for

collaboration and integration across service areas or with partners to maximise our contribution to achieving our well-being objectives. In addition we produce an Annual Report to report progress on our well-being objectives and review and revise them annually if required.

	Meeting	Purpose	Attendees
Q1	CPA	To challenge target setting and performance at Q1, compared with year end performance	Chief Executive, Corporate Director of Service, Head of Service for the Directorate, Portfolio Cabinet Member, Challenge Corporate Director, Challenge Cabinet Member
Q2	CPA	Review performance against targets at Q2, with challenge on performance from Scrutiny Chairs	Chief Executive, Corporate Director of Service, Head of Service for the Directorate, Portfolio Cabinet Member, two Scrutiny Chairs
	Scrutiny	Information reports to Corporate Overview Scrutiny Committee (COSC) to provide a position statement at Q2 in relation to targets and progress, for challenge and possible inclusion on future Scrutiny Forward Work Programme	Members of Scrutiny Committee only, no invitees
Q3	CPA	Review progress at Q3 – identify areas that require mitigation actions to help redress any underperformance.	Corporate Management Board (CMB), Cabinet, All Heads of Service, and all Scrutiny Chairs
Q4	CPA	Each directorate provides a RAG end of year position that is scrutinised by senior leadership including Cabinet and the three scrutiny chairs.	CMB, Cabinet, All Heads of Service, and all Scrutiny Chairs
	Scrutiny	Information reports to COSC analysing end of year performance, and where available relative ranking against the Welsh average.	Members of Scrutiny Committee only, no invitees