

| Ref | Area | Background information | Actual Risk | Mitigation actions - what we are doing to reduce the risk and by when. Have we considered the five ways of working to help with a solution? (see ICLIP key) | Risk Level 2017-18 Q1 | Risk Level 2017-18 Q2 | Comments from latest risk review | Does this effect the Well-being of Future Generations in our Communities? | Long term (20-25 years) / medium / or short-term risk | FGA Risk Level | Risk Owner |
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| CMT01 | Medium Term Financial Planning (MTFP): MTFP Strategy 2017/22 Capital Budget Pressures | Budget pressures will potentially have a negative effect on service delivery across all services. Inadequate funds to maintain assets. Need to rationalise. | <ol style="list-style-type: none"> 1. Workforce Planning: less staff to deliver services. 2. Failure to maintain and/or improve service delivery 3. Failure to take early decisions on which services should be cut could limit planning for changes. 4. Managing staff morale in light of cuts 5. Revenue Support Grant (RSG) formula change 6. National living wage 7. Member/public expectation levels and reputation risk. 8. CCBC priorities moving forward 9. National and Regional change agenda 10. Inability to invest in assets e.g. progress 'Band B' of the 21st Century Schools Programme. | <ol style="list-style-type: none"> 1. Human Resources (HR) have a suite of policies agreed by Cabinet/Council to help downsize the workforce, although these will need to be kept under review 2. Decisions taken so far have aimed to reduce rather than remove services. This may not be possible in the light of future projections. 3. 2017/18 savings proposals totalling £9.046M were approved by Council on the 22nd Feb 2017. 4. Development of an appropriate communication strategy 5. Consultation with the public, and affected service users. 6. Need to be ready for Asset rationalisation. 7. Reviewing principles with Members and public. 8. A Members Seminar is being held in September 2017. 9. Savings targets have been allocated to Heads of Service. | High | | <p>The MTFP has been extended to 5 years with potential/draft savings of £9.046M identified for 17/18 (Cabinet Report 15/02/17). No indicative settlement figures have been provided by WG at this stage for future years beyond 2017/18.</p> <p>Medium-Term Financial Strategy: At its meeting on the 24th February 2016 Council was presented with a Medium-Term Financial Plan (MTFP) which showed an indicative savings requirement of £36.252m for the period 2016/17 to 2020/21. This has now been updated/predicted to be £37.835 for the period 2017/18 to 2021/22. (assuming no increase or decrease in Welsh Government (WG) funding over the same period).</p> | Yes, the financial resources available will impact on the services we deliver and the way we deliver them. This will affect the community. | Medium-term | High | Corporate Management Team |
| CMT16 | School Attainment | School attainment levels are still below the all Wales average, along with pupil attendance. Low levels of attainment and relative achievement are continual risks for the borough. | <ol style="list-style-type: none"> 1. Attainment levels are below the Welsh average. 2. There is a gap between the attainment of Free School Meals pupils and Non-Free School Meals pupils which must be addressed. | <ol style="list-style-type: none"> 1. Standards of attainment are monitored and reported to the; Senior Management Team (SMT) / Corporate Management Team (CMT) / Scrutiny Committee, through an annual programme of reporting described in the Directorate Plan Handbook. | Medium | | <p>Improvement has been continuous in the majority of key indicators for several years but remains a priority, especially at L2+ KS4. The Chief Executive and Chief Education Officer are working with the Education Achievement Service (EAS) and Headteachers to develop a comprehensive strategy for improvement. To be reviewed in August after the next set of results become available.</p> | Yes, this limits contribution to 'Prosperous and More Equal Wales'. Standards of attainment and gaps in inequality can result in a low skilled, low paid workforce, and higher levels of unemployment leading to poverty. Over the long-term (25 years) in the life of a young child to adult the potential outcome of the attainment gap makes this a high risk. | Long-term | High | Interim Chief Executive |
| CMT17 | Sustainability of service provision via grant funding | Heads of Service and Directors are aware of all the grant funded schemes within their service areas. | <ol style="list-style-type: none"> 1. There is lack of security or sustainability in maintaining grant funded programmes 2. Critical workforce levels cannot be maintained as staff are lost. 3. Grant funding is sustaining some key areas of work. If this is lost there will be a reduction in service that may impact on customer satisfaction levels. | <ol style="list-style-type: none"> 1. The risk will be closely monitored in light of the expected worsening settlement from Central Government to WG. 2. Staff are placed on temporary contracts. 3. Officers are liaising with Welsh Government officials to fully understand the implications of their recent announcement regarding Communities First. 4. Enter in to dialogue in order to try to establish a medium term profile of grant funding which would allow better medium/long term planning. 5. Officers have prepared detailed transition plans (31.05.17) for Communities First(CF) for submission to Welsh Government (WG). The focus of revised WG programme will be on employment, early years and empowerment. | High | | <p>This risk is predicted to be HIGH going forward to 2017-20</p> | Yes, grants are usually allocated to support vulnerable communities and improve the prospects of individuals. Cuts affect the ability to contribute to a 'Prosperous and More Equal Wales' . | Medium-term | High | Corporate Management Team |
| CMT18 | Secondary School rationalisation | Falling pupil numbers in some schools and excess demand in others. Sixth form viability is at risk. | <ol style="list-style-type: none"> 1. Falling pupil rolls will affect the funding available to schools and put budgetary pressure on the LA 2. Some schools will be unable to provide the full curriculum 3. Difficulty in delivering the full range of subjects at 6th form due to financial pressures | <p>The investment by the Council and Welsh Government (WG) in the 'Band A' 21st Century schools projects will significantly reduce surplus places, specifically within the Secondary sector with the creation of Islwyn High School (opening July 2017) and the proposed closure of Cwmcarn School (October 2018). The School Place Planning Strategy will look to further address this issue by accessing Welsh Government 21st Century 'Band B' monies. There is also a review of sixth form provision planned to take place during the academic year 2017/18.</p> | Medium | | <p>The recent decision of the Governing Body of Cwmcarn High to discontinue the school after 2 years, combined with the establishment of Islwyn High School to replace Oakdale and Pontllanfraith Comprehensives will substantially reduce surplus secondary school places by 2018/19 academic year.</p> <p>This is regularly monitored by the Schools Strategy Board which meets on a monthly basis.</p> | Yes, ESTYN (Education and training inspectorate for Wales) and WG tend to evaluate this on yearly statistics. However the Wellbeing and Future Generations Act 2015 (WBFGA) requires a long term perspective, which shows growth in the population, making this a long term risk where preventative measures to maintain adequate future school provision may not be favoured in the short term. | Long-term | Medium | Interim Chief Executive |

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| CMT29 | Welsh Housing Quality Standard (WHQS) programme | Everyone in Wales should have the opportunity to live in a good quality home within a safe and secure community. To help achieve this, the physical standard and condition of existing housing must be maintained and improved to the Welsh Housing Quality Standard (WHQS). | As at March 2017 approximately 53% of the internal works programme had been completed and approximately 12% of the external works programme. Based on the current performance of the contract arrangements for the internal works the completion by March 2020 target is achievable. The addition of the Sheltered schemes to the Housing Repair Operations - HRO (previously referred to as Direct Labour Organisation - DLO) programme has also slightly increased the risk for delivery by the HRO. However, the HRO are currently performing exceptionally well and are ahead of schedule. The full delivery of the external works is a major risk to the programme with only 3 years to complete the remainder of the work. | <p>The WHQS programme has its own specific risk register which was reviewed and updated by the Project Board quarterly.</p> <p>The last update was January 2017. The highest risks are:</p> <ul style="list-style-type: none"> Failure to achieve programme objectives - the probability level has reduced, but still high risk in relation to the external works, contingency arrangements have been implemented as identified below in the comments on "Contract arrangements". There is also contingency built into the programme for the final year (2019/20) in relation to the internal works where there is currently no work allocated to the external contractors appointed to the internal works contracts. Capacity - this continues to be a high risk. Staff resources, especially amongst front line roles such as Surveyors, Clerk of Works, Quantity Surveyors, etc. are critical to cope with the volume of work within a fixed timetable. The addition of the Sheltered schemes to the programme for 2017/18 has slightly increased the resource requirements in the immediate and short term. However, a business case to increase resources as and when required to deal with peaks and troughs has been approved and is in place to be used when necessary. Contract arrangements - new contract arrangements for the south of the borough have been put in place for the external works. This Dynamic Purchasing System arrangement (DPS) also provides opportunity to undertake both internal and external works around the authority should the need arise as a further contingency measure. <p>i. Corporate Management Team (CMT) mitigation</p> <p>ii. Amalgamation of the WHQS and Housing Services to better integrate the service and increase skills capacity</p> <p>iii. Improved programme detail presented to board to monitor performance</p> <p>iv. Developing a workforce plan to align with key products</p> <p>v. Monitoring fortnightly contract performance</p> <p>vi. Regular briefings to Corporate Management Team (CMT) / Cabinet</p> | Medium | | <p>The Major Repair Allowance (MRA) application for 2016/17 was approved in the sum of £7.3m. During 2016/17 over 90% of the planned target for internal works has been achieved. This is a marked improvement from previous years. The external works have only achieved approximately 30% of the planned target, again, this is a marked improvement from previous years. It should be noted that contingency arrangements as highlighted under the mitigation measures have been implemented to reduce the risk for external works. The sheltered housing schemes will be managed in house and additional resources are required, these will be acquired as and when necessary based on the programme demand. A new procurement arrangement is being finalised (Dynamic Purchasing System - DPS) relating to external works in the Lower Rhymney Valley. This has the provision to provide contingency for both internal and external works borough wide. The latest cost plan review identifies that the programme is still affordable within the programme constraints. A further cost plan review is currently being undertaken to inform the update of the business plan to support the MRA application for 2017/18. Further work is being undertaken to base future cost plan reviews on average actual outturn costs as opposed to the Savills figures that have been used historically.</p> <p>Due to the way the WHQS programme (phased delivery) has been structured i.e. internal and external works being undertaken separately and in different communities, the number of fully compliant with WHQS properties will increase significantly as these two workstreams combine, which will occur from 2017. To date however, approximately 65% of the stock has benefitted from WHQS improvements.</p> <p>Internal work programme running to timescale.</p> <p>External works are challenging, but, mitigation measures are being put in place.</p> <p>Environmental programme and improvements to the Sheltered Housing Schemes has commenced.</p> <p>Lansbury Park: external finance has been sourced and works progressing shortly.</p> <p>Financial Plan continuing to be monitored to ensure we remain within financial envelope. Year-End performance stats (March 2017) show: Internals complete 5874 to be done 4955. Externals complete 1320 to be done 9509.</p> <p>The Wales Audit Office (WAO) recently reviewed the WHQS programme and CCBC are awaiting their report.</p> | Yes. Whilst operationally and financially this is a high risk, through the lens of the Wellbeing and Future Generations Act 2015 (WBFGA) any improvements to housing stock are beneficial to tenants, the community and its sustainability. Programme delays are an operational / financial risk but in terms of the five ways of working this activity meets nearly all of those core values providing tangible customer benefits. | Medium-term | Medium | Corporate Director Communities |
| CMT12 & CMT37 | Waste Management Service Continuity & Target Achievement | Significant changes in the Waste Management arena combined with the Welsh Government (WG) drive for source segregated collections and substantial change to the recycling Material Recovery Facility (MRF) market could potentially affect service delivery to the public and/or target achievement if mitigation measures are not put in place. | <ol style="list-style-type: none"> Having a sustainable and affordable service to meet future targets. The level of contamination in recycling. Insufficient community participation in food recycling. | <ol style="list-style-type: none"> Working with WG, Waste Resources & Action Programme (WRAP) and their appointed consultants to determine a suitable location and design for a new Waste Transfer Station which will be required if collection change Interim arrangements in place with an option to extend until 2018. New, long terms organics procurement has commenced and will be subject to market tendering in april 2017 Ensuring current contractors achieve as a minimum the current recycling levels. Current MRF arrangement expires in July 2107 but new contract currently in process of being procured (market tendering commenced March 2017). This will ensure that there is a facility to recycle materials until any service changes are introduced. Currently working on a variety of projects to determine a strategy that will achieve the higher recycling targets. 2015/16 statutory target of 58% achieved and progress being made to achieve the next (2019/20) target of 64% A Waste Board has been established, Chaired by the Director and including relevant senior officers. | Medium | | <ol style="list-style-type: none"> CMT receive quarterly reports on performance against recycling targets. 2015/16 statutory target achieved and performance for 2016/17 good and likely to be 63%-65%. Work with WG consultants will be completed by July 2017 and decisions will then need to be made by the new council on the collections strategy moving forward . MRF and organics procurements commenced and will provide market security and cost certainties once the tendering processes are completed in early 2017/18. | Yes - the purpose of the landfill directive is to divert biodegradable waste away from landfill to reduce pollution. A diverse natural environment with healthy functioning ecosystems contributes to a 'Resilient Wales'. Failure to deal with waste properly affects future generations. | Long-term | Medium | Corporate Director Communities |

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| CMT39 | Fragility of the Social Care market | The independent sector social care market across Wales is in an unprecedented position in terms of its fragility and this is starting to be felt in Caerphilly. | <ol style="list-style-type: none"> Providers unable to sustain existing packages of care. National Minimum Wage and National Living Wage creating additional financial strain which providers are expecting LA's to resolve. Little additional capacity to take on new packages of care. Ongoing Judicial Review across Wales re responsibility for Funded Nursing Care Payments Potential Financial impact on the Directorate & authority | Fee levels for 2017/18 agreed at 3.1%.This was funded via a mix of core funding and CCBC's element of the Social Care Workforce grant paid by Welsh Government. A further element of workforce funding has recently been released by WG. Discussions are ongoing with commissioned providers to determine how these monies should be allocated. | Medium | | No change. | Yes - reducing help that can be provided for the most vulnerable in our society will affect our ability to contribute to a 'Healthier Wales' which requires peoples mental and physical well-being to be maximised. Whilst this may be a medium risk operationally from a FGA perspective this would be high as it directly affects those most in need. | Medium-term | High | Corporate Director Social Services |
| CMT41 | Local Climate Impacts Profile (July 2015) | Not being prepared for the impacts associated with climate change. For Caerphilly this will manifest as a more volatile weather pattern: | <ol style="list-style-type: none"> More severe storms resulting in damage to trees and buildings. Increase in winter rainfall resulting in flooding, affecting people, property and infrastructure. Increases in summer temperatures resulting in hot weather related death and illness. Changes in species including a decline in native species, changes in migration patterns and increases in alien and invasive species, including pests and disease. Reduction in summer rainfall resulting in reduced river flows and water availability. Increase in levels of extreme weather such as snow/ice which could potentially impact on not only the travelling public but the elderly/frail and those in fuel poverty. Non-compliance with the legislation resulting in a poor regulatory report. | <p>A Local Climate Impact Profile (LCLIP) has been prepared for use by services. It identifies the priority impacts to enable services to develop plans to address the impact. The LCLIP links to other plans including Highways Winter Maintenance Plans, Business Continuity Plans & Emergency Plans etc. Mitigation work being undertaken includes:</p> <ul style="list-style-type: none"> Assessing the vulnerability of drainage infrastructure in excessive rainfall Installing flood risk measures at priority vulnerable locations Assessing the condition of trees Considering climate change in the Asset Management Programme Monitoring the temperature of corporate buildings in hot weather Tree Management Strategy prepared and has been considered by scrutiny. <p>A review of resources to manage tree stock currently being undertaken prior to consideration by scrutiny committee and cabinet</p> | Medium | | The Local Climate Impact Profile was approved by CMT in July 2015. It's recommendations should now be considered as business as usual and included in Self-Evaluation and Service Plans. Some projects/programmes currently active to address/minimise the effects/impacts are: <ul style="list-style-type: none"> Local Flood Risk Management Strategy (Engineering) in place. Risca flood defences are being considered. Initiated works to install PV systems on 20 schools (4Kw). About to trial electric vehicles - 3 pilots (services), 2 sets of charge points and 5 vehicles. Tree Management Strategy has been prepared and has been considered by scrutiny. Several larger scale projects have been delivered for solar PV installations to Corporate Building (e.g Care Homes). The Winter Service Plan 2016/17 Highways) has been effectively delivered to date. Ongoing staff training is being delivered by the Corporate Energy Team re: Energy Efficiencies/Carbon Management and Effects of Climate Change. | Yes - there is an impact to a 'Resilient Wales' by not proactively addressing the operational response to climate change. The contribution to global issues and a 'Globally Responsible Wales' is met through low carbon planning and sustainable development. There is a direct impact to Health also. | Short, medium & Long-term | Medium | Corporate Management Team |
| CMT42 | Exit from the EU | | The decision to leave the EU has created a degree of uncertainty. This has caused some turbulence in the short term. Moving forward it is currently difficult to determine whether Brexit will be better, or worse, for the Authority, Wales and the UK. | CMT are continuing to monitor the situation. | Unable to assess due to level of uncertainty | | There remains a great deal of uncertainty around the potential positive or negative impacts of the decision to leave the EU. Officers are continuing to monitor the situation. | Impacts are not yet fully understood, however they will take place over a longer time frame | Long-term | Unable to assess due to level of uncertainty | Corporate Management Team |
| CMT44 | Local Development Plan (LDP) | Not having an up to date Local Development Plan (LDP) in place to address the shortfall on 5 year housing land supply. Following extensive consultation Councillors concluded in a vote 19th July to formally withdraw the draft Local Development Plan following opposition to some development sites. | The adopted LDP proposes a number of houses to be built over a 15 year period and allocates land for that housing development. However, the annual housing land available study conducted with the housebuilding industry and Welsh Government has revealed that many of the allocated sites are not available or viable, and there is therefore a shortfall of housing land on which the remaining number of houses can be built. Housing developers will therefore submit applications to develop land that is not allocated in the LDP. The Council will consider the applications, but the lack of a five-year housing land supply will be a strong material planning consideration that may outweigh other policies in the plan. A refusal of planning permission may lead to an increase in appeals and award of costs if the Council is considered to behave unreasonably, e.g. where a reason for refusal is not based on any sound evidence. | The Adopted LDP remains in force until 2021. In the interim, officers are working closely with Welsh Government officials to agree the appropriate footprint for strategic planning for the Cardiff Capital Region. It is unlikely that the 5 year land supply can be addressed in the short term. In the medium to long term a replacement plan will increase the land supply position. | Medium | | A number of significant applications have been submitted and approved by Welsh Government on appeal. Resulting in significant cost to the authority. Having regard to the number of potential future developments there are concerns that existing infrastructure such as transport, schools, and other services is inadequate. | Yes - the lack of an LDP threatens the timely delivery of land for development, particularly housing, making it more difficult to achieve the goal of prosperity. | Medium Term | Medium | Corporate Director of Communities |

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| CMT45 | Local Government Reform | Welsh Government White Paper: 'Reforming Local Government: Resilient and Renewed' - Published on 31st January 2017 and draft Local Government (Wales) Bill' issued in November 2015. | <ol style="list-style-type: none"> 1. Logistics and impact of 'regionalising' certain services could lose sight of localised needs. This could have a negative effect on the well-being of some of our communities. (E.g. perceived priorities/disparities between; Cities v Town v Village v Rural areas). 2. Changes to Governance arrangements could initially delay decision making, operational and service delivery and overall performance of the authority. 3. Scrutiny may be diluted, creating an exposure and vulnerability to regulatory criticism. 4. Staff re-structuring could cause service delivery interruptions at pressing times / there will be cost implications / and, uncertainties about retaining or recruiting appropriately educated and skills workforces throughout the organisation to continue delivery of high levels of performance. 5. Current financially stable authority monies may be diverted / used to support the lesser financially stable authorities, reducing opportunities locally. | <ol style="list-style-type: none"> 1. Report to Council - 7th March 2017: To seek Council approval for the proposed Caerphilly County Borough Council response to the consultation on the Welsh Government White Paper: 'Reforming Local Government: Resilient and Renewed'. Approved. 2. Welsh Government are currently working to a timetable which would see a Local Government Bill introduced in summer 2018, to commence in 2019, with mandated regional working arrangements in place in 2020. | Low | | New risk. Await the result of the Local Government Reform White Paper. The Welsh Local Government Association (WLGA) has submitted a response to the consultation, which does not support mandated regional delivery. | Yes - However, impacts are not yet fully understood. | Medium and Long term | Medium | Corporate Management Team |
| CMT46 | Cardiff Capital Region City Deal (CCRC) | CCRC signed by all 10 Local Authorities in January 2017 | <ol style="list-style-type: none"> 1. That the business plan detailing themes & indicative spend is not agreed by all 10 LA's. 2. CCRC is unable to pass scheduled gateway reviews potentially leading to financial liability. 3. Challenging timeframes. 4. Senior managers ability to lead on CCRC proposal. | <ol style="list-style-type: none"> 1a. Director working as part of thematic lead team will input into the draft proposals. Working closely with the CEO we will ensure Members fully understand the proposals offered for approval, which will capture the benefits of this regional initiative, and that activities in other county boroughs will benefit the region as a whole, including Caerphilly borough. 1b CCBC Regeneration Strategy/Resilience Strategy to be drafted as soon as possible to identify CCBC regeneration priorities. 1c A project development fund is included within the CCRC Programme office which can be accessed for bid development. 2. The process will be closely monitored so that any potential liabilities are identified well before the gateway reviews. 3. Work priorities will be reviewed to accommodate the timeframes. 4. Skills amongst senior managers within the constituent authorities will be identified to ensure that the necessary leadership is available. | Low | | | The CCRC is intended to bring significant benefits in terms of greater prosperity for the region and to maximise the ability of the authority to capitalise on training and employment opportunities for the area | Long-term | Low | Corporate Director of Communities |
| CMT47 | Asset Management. | Insufficient budget to manage existing assets or pursue necessary development. The authority has too many buildings and insufficient capital programme allocation to maintain them. Additionally revenue budgets for building maintenance are being diverted to meeting the demands of the necessary legal standards, in particular health and safety legislation and that might well mean that normal building maintenance will suffer. | <ol style="list-style-type: none"> 1. Maintenance of existing sites will not be to a required standard 2. Disposal of assets must be managed carefully to minimise community and service impacts 3. Community Asset Transfer as an option brings risks in relation to continued liability 4. Asset disposal may not realise expected returns 5. Inability to pursue issues that we would wish, to improve service provision and community outcomes e.g. Band B of 21st Century Schools | <ol style="list-style-type: none"> 1. Development of asset management and rationalisation programmes 2. Cost benefit assessment before planned expenditure supported by business case where relevant 2. Early stakeholder and community consultation before asset disposal 3. Support for recipient organisations accepted for Community Asset Transfer 4. Long term view of the needs of local communities balanced against the need to secure budget savings in the short to medium term. 5. Services to identify what buildings they can realise as a consequence of Medium Term Financial Plan (MTFP) savings. | Medium | | Risk added to reflect MTFP pressures on capital decisions and inadequacy of capital funds. | Potentially disposal of assets across the authority may affect some communities disproportionately in the short to medium term. However, this has to be balanced against the need to manage a 'fit for use' portfolio to secure provisions for future generations over a longer timeframe. | Medium-term | Medium | Corporate Management Team |

ICLIP Key:

Involving a diversity of the population in the decisions that affect them;

Working with others in a collaborative way to find shared sustainable solutions;

Looking to the long term so that we do not compromise the ability of future generations to meet their own needs;

Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives;

Understanding the root causes of issues to prevent them from occurring.