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Auditor General for Wales

Well-being of Future Generations: An examination of a new model for delivering adult social care services – **Torfaen County Borough Council**

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This document is also available in Welsh.

The team who delivered the work comprised Gareth Jones and Ian Phillips under the direction of Non Jenkins.

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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 wellbeing 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 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 wellbeing objectives.
- 7 The findings in this report are based on fieldwork that we undertook during the period September 2018 to December 2018. We ran an initial fieldwork scoping workshop in September 2018 with senior council officers and senior health board managers, and explored how each of the five ways of working had been applied.
- 8 We then reviewed key documents including Scrutiny Committee minutes, undertook interviews with groups of senior Council officers/senior health board managers and elected members. We held discussions with the North Torfaen and West Cwmbran patch-based teams and met with eight service users and their families in the North Torfaen and West Cwmbran patches.

- 9 This report sets out our findings from our examination of developing a new model for delivering adult social care services based on patch-based teams, a step Torfaen County Borough Council (the Council) is taking to meet its Wellbeing Objectives.
- 10 It also sets out the Council's initial response to our findings.

What we examined

- 11 We examined the extent to which the Council is acting in accordance with the sustainable development principle in developing a new model for delivering adult social care services based on patch-based teams.
- 12 The Council's 'Step' of 'developing a new model for delivering adult social care services based on patch-based teams' sits under the Council's Well-being Objective of redesigning adult services.
- 13 Prior to this new model, the Council's social services delivery model was 'traditional' including an older person's service, a duty pod, a disabled person's service, an older person's mental health service, a learning disability team and an adult mental health team as well as day services and home care.
- 14 Over a number of years, the Council's adult services have faced significant budget pressures
- 15 In 2011-12, the Council undertook a 'right sizing' of care packages with a view to making significant budget savings.
- 16 Savings were made but the Council recognised that those savings came at the expense of preventative solutions and its relationships with the people it was trying to support
- 17 In 2014-15, the Council further reviewed the system and found that the system was driving practices that created service user dependency and were not sustainable. The division's staff sickness levels were high, staff morale was low and the Council concluded that it lacked a vision that all staff could all support and embed to make a difference to the citizens of Torfaen
- 18 In 2015, the Council took the decision to redesign adult services with the Social Services and Wellbeing Act as the main driver and an awareness of the Well-being of Future Generations Act
- 19 In late 2015, the Council worked with consultants to review the existing system and developed the patch-based team approach. Patch-based teams are multi-disciplinary teams rather than service based teams. .
- 20 In March 2016, the Council agreed to trial a patch-based team in one area.
- 21 In Late Summer 2016, the Council reviewed the success and challenges of the pilot.

- 22 In January 2017, the Council moved to patch-based teams covering the whole County Borough. There are five patch-based teams which are coterminous with the Neighbourhood Care Network Boundaries across Torfaen County Borough with two patch teams in the North and three in the South.
- 23 The patch-based teams are multi-disciplinary and consist of Social Workers, Occupational Therapists, Community Care Workers, Re-ablement Assistants, and Occupational Therapy Assistants. Staff in the patch-based teams work with people who may require social work interventions and support in a geographically defined area. The Learning Disability Team, Adult Mental Health Team, Community Services Team and Day Opportunities Team continue to work borough wide.
- 24 The Vision for the patch-based teams developed with service users is:
'Enable me to live my life the way I choose to live it.'
- 25 Patch-based teams now listen to understand 'what matters' to the individual, and work with them to identify personal outcomes and individual solutions that enable them to live the life they choose in the way that they want to. The focus is on co-production, people being the experts in their own situation and enabling them to use the hierarchy of support to promote independence, social inclusion and positive risk taking. The patch teams have started to forge greater links with the community, engaging in community activities and strengthening the links with local providers and key stakeholders.
- 26 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
<p>Long term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>
<p>Prevention How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</p>
<p>Integration Considering how the public body's wellbeing objectives may impact upon each of the wellbeing goals, on their other objectives, or on the objectives of other public bodies.</p>

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

The Five Ways of Working

Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its wellbeing objectives.

Involvement

The importance of involving people with an interest in achieving the wellbeing goals, and ensuring that those people reflect the diversity of the area which the body serves.

- 27 Our examination found that: **In delivering the new model of social care and acting in accordance with the Social Services and Well-being Act, the Council has a number of positive examples of how it has taken account of the sustainable development principle, particularly in prevention and involvement. However, the Council recognises that there is more to do to consistently embed all five ways of working and it could strengthen its integration both within the Council and with external partners.**

Detailed report

Part One: Examination Findings

By developing its patch-based teams, the Council is better placed to meet people's short-term needs and has a good understanding of the potential longer-term benefits but there are opportunities to take greater account of wider societal changes that may affect longer-term need

What we looked for

- 28 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.
- 29 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

- 30 We identified the following strengths:
- The Council has a thorough and well-developed understanding of the current challenges of an ageing population and the potential impact of increased demand on social services
 - Patch-based teams have been open to trying new ways of doing things to deliver benefits for people
 - Patch-based teams are effectively negotiating longer-term preventative approaches with people rather than simply providing services
 - Patch-based teams are developing people's resilience and independence with a view to longer-term benefits
- 31 We identified the following areas for development:
- Further development of communities' understanding of the changing nature of adult social service provision

² See Appendix 1.

- Consideration of the impact of wider societal factors on the delivery of adult social services, including national Future Trends reports, to inform the further development of the patch-based model to meet longer-term need

Prevention is at the heart of the step, and evidence from service users shows that this is happening. The Council is proactively considering how it can demonstrate the effectiveness of its preventative approach

What we looked for

- 32 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.
- 33 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

- 34 We identified the following strengths:
- Patch-based teams better understand people’s needs and are now able to deliver prevention which is better tailored to people’s needs and is helping to avoid ‘crisis points’
 - Through its patch-based teams, the Council is using its existing resources differently to deliver prevention
- 35 We identified the following areas for development:
- Refinement of the newly developed performance measures to monitor the preventative impact of the patch-based teams
 - Further development of patch teams’ understanding of other council and community-based resources that can help support people’s wellbeing

³ See Appendix 1

The Council recognises the need to further develop its approach to integration. The Council does not currently fully consider how this step contributes to its other wellbeing objectives and the health board's objectives

What we looked for

- 36 We looked for evidence of consideration of:
- how this step could contribute to the seven national wellbeing goals;
 - how delivery of this step will impact on the Council's wellbeing objectives and wider priorities; and
 - how delivery of this step will impact on other public bodies' wellbeing objectives.
- 37 Our examination was also informed by the positive indicators for 'integration' that we have identified and used as part of this examination.⁴

What we found

- 38 We identified the following strengths:
- Patch-based working is starting to influence the Public Services Board's place-based working
- 39 We identified the following areas for development:
- Integration is sometimes confused with collaboration therefore the Council should develop staff understanding of the meaning of integration in the context of the Well-being of Future Generations Act and how this can be applied
 - Consideration of the step's contribution to the Council's and other public bodies' Well-being Objectives and seven National Well being Goals
 - Development of the understanding of how this step can impact on Well-being Objectives of the health board (for example, Closer to Home strategy)

⁴ See Appendix 1

Patch-based teams collaborate well to deliver the vision but the Council could further extend collaboration internally and consider how it could impact on other bodies' wellbeing objectives

What we looked for

- 40 We looked for evidence that the Council:
- has considered how it could work with others to deliver the step (to meet its wellbeing objectives, or assist another body to meet its wellbeing objectives);
 - is collaborating effectively to deliver the step; and
 - is monitoring and reviewing whether the collaboration is helping it or its stakeholders meet wellbeing objectives.
- 41 Our examination was also informed by the positive indicators for 'collaboration' that we have identified and used as part of this examination.⁵

What we found

- 42 We identified the following strengths:
- The redesign has led to a very strong focus on place, community and outcomes rather than organisational boundaries
 - The Council recognises and values the contributions that all partners can make
 - The Council has positive and maturing relationship with the health board
 - The Council is seeking to develop greater collaboration which may lead to greater integration (for example, Home First)
- 43 We identified the following areas for development:
- Development and strengthening of patch-based teams' relationships with other professionals and local communities
 - Opportunities for staff in patch-based teams to meet and share learning and approaches

⁵ See Appendix 1

The Council's approach to involvement is well developed and contributed effectively to the redesign. The Council could further develop its service user engagement to inform the design and delivery of services

What we looked for

- 44 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.
- 45 Our examination was also informed by the positive indicators for 'involvement' that we have identified and used as part of this examination.⁶
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What we found

- 46 We identified the following strengths:
- The Service used people's views to inform the redesign and has now established an effective process of working with service users and their families to understand what they need from social services
 - Patch-based teams are now having very different conversations with people focussing on what matters to them, wider wellbeing and not solely on service eligibility, and those people we met clearly felt involved
 - Patch-based teams felt part of the process of redesign and feel empowered to find solutions through the 'fishbowl' approach
 - Positive working relations with the health board at a senior level, which is starting to develop new ways of working towards shared goals
- 47 We identified the following areas for development:
- Opportunities for a diverse range of service users to help design and deliver solutions
 - Involvement of partner organisations, including the third sector

⁶ See Appendix 1

Part Two: the Council's response

48 Following the conclusion of our fieldwork we presented our findings to the Council at a workshop in February 2019 that was attended by senior managers from the Council's adult social services division, team leaders from three of the patch based teams, the Executive member for, the Council's head of business support and intelligence, the Council's Senior Corporate Improvement and Scrutiny Officer and a representative of the local health board. 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 the following actions.

Exhibit 2: the Council's response

RESPONSE TO WALES AUDIT OFFICE		
<u>Areas for Development</u>	<u>Current Activity & Future Actions</u>	<u>Who</u>
<p><u>Long Term</u> By developing its patch based teams, the council is better placed to meet people's short-term needs and has a good understanding of the potential long-term benefits but there are opportunities to take greater account of wider societal changes that may affect long-term need.</p> <p><u>Areas for Development</u></p> <ul style="list-style-type: none"> • Further development of communities' understanding of the changing nature of adult social service provision. • Consideration of the impact of wider societal factors on the delivery of adult social services, including national Future Trends reports to inform the further development of the patch based model to meet longer-term need. 	<p>It is accepted that more work is needed in developing information for the public and gaining their views on what support they would like and expect in the future.</p> <p>Some work has already started in the form of community engagement through the patch teams. Additional work is planned:</p> <ul style="list-style-type: none"> • Further engagement with the public to advise and discuss the changing nature of adult services support and gauge their views. This will be achieved through attendance at community events, pop ups, local forums and one to one discussions. • Leaflets will be reviewed however it is acknowledged that this is only a small part of public engagement which is resource intensive. • Further work is needed with TCBC media team and SRS to develop a wider communication and engagement strategy through an improved website and social media. • We are working with regional partners to develop a web based self- assessment tool for low level equipment. 	<p>Adult Social Care Teams – ongoing. Support from Communications Team and Shared Resource Service (SRS).</p> <p>Awaiting confirmation of Integrated Care Fund funding April 2019, to be progressed through Heads of Adult Services.</p>

RESPONSE TO WALES AUDIT OFFICE		
Areas for Development	Current Activity & Future Actions	Who
<p><u>Long Term</u></p> <p>By developing its patch based teams, the council is better placed to meet people's short-term needs and has a good understanding of the potential long-term benefits but there are opportunities to take greater account of wider societal changes that may affect long-term need.</p> <p><u>Areas for Development</u></p> <ul style="list-style-type: none"> • Further development of communities' understanding of the changing nature of adult social service provision. • Consideration of the impact of wider societal factors on the delivery of adult social services, including national Future Trends reports to inform the further development of the patch based model to meet longer-term need. 	<p>The data from the Population Needs Assessment coupled with the data available from the Future Trends Report will inform our thinking and direction for the future.</p> <ul style="list-style-type: none"> • We have already attracted funding from the UK Government's Gov. Tech scheme to explore how technology can support our offer to the public in the future. • From a local perspective we are using TCBC's resources to map current and future demand through Geographic Information System (GIS) mapping tools (Torfaen Integrated Partnership Workplan). • We are contributing to the Corporate T22 work streams to ensure there is a whole system response to the changing population and cultural landscape. • We are developing an Assistive Technology strategy to explore emerging technology and how this could be used to enable and promote independence. 	<p>Social Care Development Manager – 'competition' opens June 2019, contract awarded October 2019</p> <p>Community Services Team August 2019</p>

RESPONSE TO WALES AUDIT OFFICE		
<u>Areas for Development</u>	<u>Current Activity & Future Actions</u>	<u>Who</u>
<p><u>Integration</u></p> <p>The Council recognises the need to further develop its approach to integration. The council does not currently fully consider how this step contributes to its other well-being objectives and the health board's objectives.</p> <p><u>Areas for Development</u></p> <ul style="list-style-type: none"> • Integration is sometimes confused with collaboration therefore the council should develop staff understanding of the meaning of integration in the context of the Well-being of Future Generations Act and how this can be applied. • Consideration of the step's contribution to the councils and other public bodies' Well-being Objectives and 7 National Well-being Goals. • Development of the understanding of how this step can impact on Well-being Objectives of the health board (for example, Closer to Home strategy). 	<p>The Council's well-being assessment template has been reviewed to strengthen parts of the current approach. The new template references the council's and the PSB's published well-being objectives, as well as the 7 National Well-being goals. In completing the template, the lead officer should consider these and demonstrate how their work is positioned in the wider context of what the council, local partners and Welsh Government are trying to achieve.</p> <p>Going forward work will be undertaken to apply greater challenge to completed well-being assessments to ensure consideration is being given to all aspects of the Act.</p> <p>Training is being sought from the office of the future generations commissioner to develop greater understanding for officers and members in applying the Well-being of Future Generations act to their work.</p>	<p>Senior Corporate Improvement and Scrutiny Officer / Uwch Swyddog Gwelliannau Corfforaethol – ongoing</p> <p>As above</p> <p>Senior Corporate Improvement and Scrutiny Officer / Uwch Swyddog Gwelliannau Corfforaethol Summer 2019</p>

RESPONSE TO WALES AUDIT OFFICE		
Areas for Development	Current Activity & Future Actions	Who
<p style="text-align: center;"><u>Involvement</u></p> <p>The Council's approach to involvement is well developed and contributed effectively to the redesign. The council could further develop its service user engagement to inform the design and delivery services.</p> <p><u>Areas for Development</u></p> <ul style="list-style-type: none"> • Opportunities for a diverse range of service users to help design and deliver services. • Involvement of partner organisations, including third sector. 	<p>There are a number of examples and opportunities for involvement in redesign.</p> <p>We are currently engaging with the public and providers:</p> <ul style="list-style-type: none"> • The 5 local authorities are currently developing a Gwent Adult advocacy commissioning strategy. The Citizens Advocacy Reference Group was formed in September 2018. The group includes older people, people with learning disabilities and other disabled people, and parent carers. Alongside, The Advocacy Co-production Forum was launched the following month. This has brought together representatives of the Citizens Advocacy Reference Group, the Advocacy Providers Network and the Advocacy Commissioners Steering Group. One member of each of the three groups was elected co-chair. The Forum's purpose is to share responsibility for co-producing relevant plans. The public consultation on development of the commissioning strategy started with a workshop for people with learning disabilities including members of all five local People First groups and their support workers (Gwent Commissioning Group). • In TCBC adult services staff have been having Café style conversations with clients and their carers to gain their views to influence the reshaping of day opportunities for people with dementia • We have worked with a third sector provider in North Torfaen to inform the next stages of the domiciliary care strategy through the lessons learnt throughout the year. • We have established a Task & Finish group across the 5 local authorities linking with the public and third sector to influence regional commissioning arrangements (Gwent Commissioning Group). 	<p>Commissioning/procurement staff Partner organisations, 5 Local Authorities and Aneurin Bevan University Health Board. To be concluded in 2020</p> <p>Adult Services, views to be collated, draft paper June 2019</p> <p>Ongoing</p>

RESPONSE TO WALES AUDIT OFFICE		
Areas for Development	Current Activity & Future Actions	Who
<p><u>Involvement</u></p> <p>The Council's approach to involvement is well developed and contributed effectively to the redesign. The council could further develop its service user engagement to inform the design and delivery services.</p> <p><u>Areas for Development</u></p> <ul style="list-style-type: none"> • Opportunities for a diverse range of service users to help design and deliver services • Involvement of partner organisations, including third sector 	<p>Going forward there are 4 major change activities that will be progressed in 2019/20 (Social Care and Housing Service Plan 2019/20)</p> <ul style="list-style-type: none"> • Develop Bed Based choices • Redesign the 'Front Door' • Extend and change the Domiciliary Care provision and • Remodel Day Activities to reflect 'what a good day looks like' <p>Public engagement will be factored into all change activities, for example, to understand what a good day looks like community engagement and co-production will be key to achieving successful and sustainable change. We recognise that this will require the support of a neutral organisation(s) in an external and objective role that engages with people across all groups. There are 4 key groups: People using services and people who may use service in the future, unpaid carers and families, the community, and professionals.</p> <p>We propose that we approach an advocacy or self-advocacy group to gather the views of people using services. This would involve asking over 100 people open questions about what matters most to them in their lives, what makes a good life now, or what they dream of, why, and how they would most like that to be enabled. We recognise that some people with limited communication will need an advocate trained in Talking mats or other communication tools to facilitate this. We will also engage with the other groups using the most appropriate means. We propose meeting people in groups of around 5 or 6, but much less where people have communication issues. This would require approximately 20-30 sessions lasting between one and two hours. The sessions would also involve unpaid carers, professionals and the wider community.</p> <p>Whilst we would like to replicate the intensity of this engagement in all our change activities the level of engagement planned to inform what a good day looks like has been made possible through additional grant funded resources. We are conscious that it is difficult to reach out to people who can't or don't always have an opportunity to be heard and this will be considered in our engagement plans.</p>	<p>Adult Services 2019/20</p>

RESPONSE TO WALES AUDIT OFFICE		
Areas for Development	Current Activity & Future Actions	Who
<p><u>Collaboration</u></p> <p>Patch based teams collaborate well to deliver the vision but the Council could further extend collaboration internally and consider how it could impact on other bodies' well-being objectives.</p> <p><u>Areas of Development</u></p> <ul style="list-style-type: none"> • Development and strengthening of patch based teams' relationships with other professionals and local communities. • Opportunities for staff in patch based teams to meet and share learning approaches. 	<p>The strengthening of relationships both with communities and professionals has always been an aim of the patch based teams. In reality adult services have struggled to find sufficient resources (staff time) to dedicate to this area.</p> <p>Despite the resource challenges Adult Services have:</p> <ul style="list-style-type: none"> • Established productive meetings with District Nurses in localities • Made effective use of the opportunities of co-location e.g. West Cwmbran Well-being Team relationship with Bron Afon Community Housing • Established a project based in a local GP Surgery developing relationships with Aneurin Bevan University Health Board/GPs and community • Connected with the community through faith and social groups • Agreed with Aneurin Bevan University Health Board to develop an integrated Occupational Therapy service for the borough <p>We have engaged with the Public Services Board to develop a placed based model in Blaenavon and have recently appointed a Wellbeing Coordinator to help shape and take forward the collective thinking. Through the strategic partnership we are mapping out the collective council and health resources and assets in the borough alongside the population call on our respective services.</p> <p>The revision of the Council's well-being assessment will support officers to consider the council's and PSB objectives in our planning.</p> <p>We recognise the importance of shared learning across teams and will ask staff how they would like achieve this</p>	<p>All Adult Services staff Partner organisations (Public Services Board) 5 Local Authorities and Aneurin Bevan University Health Board By October 2020</p> <p>Torfaen Integrated Partnership members</p> <p>Adult Services April 2019</p>

RESPONSE TO WALES AUDIT OFFICE

<u>Areas for Development</u>	<u>Current Activity & Future Actions</u>	<u>Who</u>
<p align="center"><u>Prevention</u></p> <p>Prevention is at the heart of the step and evidence from service users to show that is happening. The council is proactively considering how it can demonstrate the effectiveness of its preventative approach.</p> <p><u>Areas for Development</u></p> <ul style="list-style-type: none"> • Refinement of the newly developed performance measures to monitor the preventative impact of the patch-based teams. • Further development of patch teams' understanding of other council and community based resources that can help support people's well-being 	<p>We have established bi-monthly performance meetings to review and refine the patch based performance measures to ensure a balance of qualitative and quantitative data is available. As noted above we have also recently appointed a Torfaen Integrated Wellbeing coordinator who will support the Council (including patch teams) and partners to make connections and widen our knowledge of resources available.</p> <p>Going forward we will:</p> <ul style="list-style-type: none"> • Review our front door and Information, Advice and Assistance offer • Continue with our Task & Finish group on development of patch teams (data quality) • Continue to review progress through the Enabling Group • Contribute to and influence the PSB Smart living project – workshops mapping working together with a community focus • Build our knowledge of resources available • Continue to build relationships with stakeholders/providers • Learn from the planned East Cwmbran Wellbeing Team Loneliness catalyst pilot • Ensuring we are represented across wider council 	<p>All Adult Services staff – ongoing 2019/20</p> <p>Partner organisations (Public Services Board),</p> <p>5 Local Authorities and Aneurin Bevan University Health Board</p> <p>Torfaen Integrated Partnership members</p>

- 49 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.

Appendix 1

Positive Indicators of the Five Ways of Working

The table below sets out 'positive indicators' for each of the five ways of working that we have identified and will use to help inform our assessments of the extent to which bodies may be applying the Sustainable Development Principle (SDP). We do not intend to use the indicators as a 'checklist'. They should be viewed as 'indicators' that will help us to form conclusions, rather than 'determinants' of the extent to which a body is acting in accordance with the SDP in taking steps to meet its 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">• Clear understanding of 'long term' in the context of the Act• Step designed to deliver wellbeing objective/s and contribute to long-term vision• Step designed to deliver short or medium-term benefits, balanced with long-term impact• Step design based on deep understanding of current and future need, trends and pressures• Comprehensive understanding of current and future risks and opportunities.• Resources allocated to ensure long-term as well as short-term benefits• Focus on delivering outcomes – and where this is long term, milestones steps identified• Open to new ways of doing things which could help deliver benefits over the longer term• 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">• Seeks to understand root causes of problems so that negative cycles and intergenerational challenges can be tackled• Sees challenges from a system-wide perspective, recognising and valuing long-term benefits they can deliver for people and places• Allocates resources to preventative action likely to contribute to better outcomes and use of resources even where this may limit ability to meet some short-term needs• Decision-making and accountability arrangements recognise the value of preventative action and accept short-term reductions in performance and resources in the pursuit of improved outcomes and use of resources

What would show a body is taking an 'integrated' approach?

- Everyone understands their contribution to delivering vision and wellbeing objectives
- Everyone understands what different parts of the organisation do and seeks opportunities to work across organisational and public sector boundaries
- Everyone recognises that achieving the vision and objectives depends on working together
- 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?

- Focus on place, community and outcomes not organisational boundaries
- Understands partners' objectives and their responsibilities, which helps to drive collaborative activity
- Has positive and mature relationships with stakeholders, where information is shared in an open and transparent way
- Recognises and values the contributions that all partners can make
- Seeks to establish shared processes and ways of working, where appropriate

What would show a body is involving people effectively?

- Understands who needs to be involved and why
- Reflects on how well the needs and challenges facing those people are currently understood
- Works co-productively with stakeholders to design and deliver
- Sees views of stakeholders as vital information to help deliver better outcomes
- Ensures full diversity of stakeholders is represented and they are able to take part
- Mature and trusting relationships with its stakeholders
- Information is shared with stakeholders in an open and transparent way
- Ensures stakeholders understand the impact of their contribution
- Seeks feedback from key stakeholders which is used to help learn and improve

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