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Well-being of Future Generations: Developing a Wellbeing Offer for All Children and Young People: an Examination – **Torfaen County Borough Council**

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This document is also available in Welsh.

The team who delivered the work comprised Gareth Jones, Allison Rees and Alice Rushby, programmed managed by Non Jenkins under the direction of Huw Rees.

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Summary report

Summary

Why we undertook the Examination

- 1 In accordance with the Well-being 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.
- 2 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’.
- 3 The Auditor General must provide a report on his examinations to the National Assembly for Wales at least a year before each Assembly election. The first such report must be published in 2020, before the 2021 Assembly election.
- 4 The Auditor General has undertaken examinations across the 44 bodies covered by the Act to inform his report to the National Assembly during 2018-19 and 2019-20.
- 5 The findings in this report are based on fieldwork that we undertook between June and October 2019.
- 6 This report sets out our findings from our examination of developing a wellbeing offer for all children and young people, a step Torfaen County Borough Council (the Council) is taking to meet its Well-being Objectives.
- 7 Part Two of this report sets out the Council’s initial response to our findings.

What we examined

- 8 We examined the extent to which the Council is acting in accordance with the sustainable development principle in developing a wellbeing offer for all children and young people.
- 9 The Council began working on its wellbeing offer for all children and young people in 2018-19. The Council identified that the wellbeing of children and young people is of critical importance, not just for physical and mental health wellbeing but because of the link between wellbeing and fulfilling potential in life.
- 10 The development of the wellbeing offer aligns with the Council’s Corporate Plan objective of raising educational attainment.
- 11 The wellbeing offer is seeking to provide a list (electronic database) of all activities that are currently provided in Torfaen to support children and young people’s wellbeing on both a physical and emotional level. The database is intended to

include all activities provided by the Council and other organisations. The database will be for children and young people from birth to 25 years of age and may include separate Early Years, Primary, Secondary and Young Adult offers.

- 12 The Council recognises the challenge of compiling a single database containing this 'wellbeing offer' and is therefore developing the offer in stages:
 - a. Stage 1 – trialling the wellbeing offer with a small cohort of professionals during the autumn/winter of 2019-20;
 - b. Stage 2 – receive feedback from the trial, make any necessary changes to the wellbeing offer and give all professionals access; and
 - c. Stage 3 – extend access to the wellbeing offer to children, young people and their families.
- 13 In order to act in accordance with the sustainable development principle, public bodies must take account of the following 'ways of working':

Exhibit 1: the 'five ways of working'

The table below sets out the 'five ways of working' as defined in the Welsh Government's 'Well-being of Future Generations (Wales) Act 2015 The Essentials'¹ document.

The Five Ways of Working
Long-term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
Prevention How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
Integration Considering how the public body's wellbeing objectives may impact upon each of the wellbeing goals, on their other objectives, or on the objectives of other public bodies.
Collaboration Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its 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.

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

- 14 Our examination found that: **While key partners are clearly committed, the Council is not fully considering the sustainable development principle in developing its wellbeing offer for all children and young people.**

Detailed report

Part One: Examination Findings

While key partners are clearly committed, the Council is not fully considering the sustainable development principle in developing its wellbeing offer for all children and young people

The Council can demonstrate that it is integrating its work with key partners

What we looked for

- 15 We looked for evidence 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.
- 16 Our examination was also informed by the positive indicators for 'integration' that we have identified and used as part of this examination.²

What we found

- 17 We identified the following strengths:
- the Council is working with Torfaen Public Services Board (PSB) partners to develop the database, and delivering the wellbeing offer supports the Council's corporate priority to raise educational attainment, which could positively impact on both the PSB and Aneurin Bevan University Health Board's wellbeing objectives.
 - the Health Board has a wellbeing objective to 'reduce health inequalities and improve the health of people in Gwent by working with our partners, focusing particularly on those in greatest need'. This objective aligns with the PSB's objective 'to provide children and young people with the best possible start in life'.
 - a performance reporting framework is in place to monitor and review progress against the PSB's objective 'every child has the best start in life'. The four delivery sub groups to support this PSB objective are: Early Years, Positive Pathways, Engagement and Participation and the Well-being Offer.

² See Appendix 1

The four groups report quarterly to the Children Young People Performance Review Group (CYPPRG) who report three times a year to the Children and Young People Improvement Board (CYPB).

- the PSB's Positive Pathways group links closely with the PSB's wellbeing offer group and identifies any potential duplication of services and/or resources to support the development of the 'wellbeing offer'.
- the Council is aware that when the Welsh Government introduces the new curriculum in 2022, the wellbeing offer will need to reflect this.

18 We identified the following area for improvement:

- as identified above, the PSB has a reporting performance framework in place to monitor its objective, 'every child has the best start in life'. At the time of our fieldwork the Council did not have a corporate approach to regularly monitor and review progress in the delivery of its wellbeing objectives. The Council stated the role of the Corporate Performance Assessment (CPA) sessions was being considered as a potential forum to monitor progress against its wellbeing objectives.

The Council is collaborating well with some partners in developing the wellbeing offer, and engaging a fuller range of partners could increase its impact

What we looked for

19 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.

20 Our examination was also informed by the positive indicators for 'collaboration' that we have identified and used as part of this examination.³

What we found

21 We identified the following strengths:

- the Council is working with different organisations and the PSB is signed up to the 'wellbeing offer'.
- during 2018-19, the Council completed a mapping exercise of relevant Council services into a single electronic database. The Council started to

³ See Appendix 1

work with PSB partners and wider groups to understand which services and activities they provide that should also be part of the wellbeing offer.

- the Council's intention by developing this holistic view of provision with partners, is to better coordinate services and potentially better utilise funding streams in the long term.
- the PSB has established four sub-delivery groups to support the PSB objective (every child has the best start in life) and this ensures partners are clear on their roles, promotes partnership working and can improve communication between partners.
- there is a multi-agency approach to mapping the single electronic database. A range of partners attend the PSB Well-Being Offer sub group including: internal partners from Community Safety, Sport Development, Social Care and Housing and a representative from the Council's T22 (transformation) Programme. External partners include Public Health Wales, Gwent Police, Melin Homes, Bron Afon and Torfaen Leisure Trust. There is a shared aim of developing a co-ordinated picture of the wellbeing offer to children and young people in Torfaen.
- the Council welcomes collaboration and is open to joint working.

22 We identified the following areas for improvement:

- to date, the Council has spent two years building relationships with other partners leading to the development of the wellbeing offer in one database with one point of contact. At the time of our review, however, the Council has not defined its short, medium and long-term milestones in providing a co-ordinated wellbeing offer electronically to children and young people, parents or carers and professionals working with children and young people.
- the Council should consider engaging with the breadth of organisations across the public and third sectors to ensure that all relevant activities are captured in the wellbeing offer.
- Council officers told us there is a genuine person-centred approach in developing a wellbeing offer to all children and young people. To ensure that the wellbeing offer is person-centred, further work is needed across partners to take account of the different barriers to accessing the wellbeing offer that different groups of children and young people may face.
- Council officers stated in practice partners use different data capture systems and databases for their own clients and having a shared system would be beneficial to know when and which services children and young people may access through the wellbeing offer.

The Council has a strong commitment to involving partners, including children and young people, in the development of the wellbeing offer, however, children and young people have not yet been involved

What we looked for

- 23 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.
- 24 Our examination was also informed by the positive indicators for 'involvement' that we have identified and used as part of this examination.⁴

What we found

- 25 We identified the following strengths:
- during 2018-19, as part of the mapping exercise, the Council started to look at specific groups of vulnerable children and young people. In particular, the Council focused on support services by location for Looked after Children, children and young people that have been excluded from educational settings and young people that are either not in education, employment or training (NEET) or at risk of becoming NEET;
 - between June 2018 to May 2019, the Council and PSB took strategic decisions to ensure they can involve and engage with children and young people. For example:
 - in May 2019, the PSB:
 - agreed to fund 500+ strategic and operational managers across the wider partnership receiving training on Children and Young People participation and engagement. Part of this training is for managers to understand the wellbeing offer and what is expected of them to promote and contribute to the wellbeing offer to children and young people.
 - approved the recommendations to embed the Children and Young People national participation standards at the core of their strategic planning of services for Children and Young People.

⁴ See Appendix 1

- agreed to a young person attending the Board as a member. The young person representative will join the Board in September 2019.
 - in September 2018 the PSB agreed to develop a Torfaen ‘youth parliament’.
 - the Council intends to trial the wellbeing offer with a representative group of professionals in autumn 2019. The Council intends to incorporate the feedback in the further design of the wellbeing offer and have a wider trial with all professionals providing services to children and young people.
- 26 We identified the following areas for improvement:
- while decisions taken by the PSB may ensure greater engagement and involvement of young people on a broad range of issues, the Council has yet to involve children and young people in developing the wellbeing offer. Therefore, there needs to be consideration of how children and young people can be involved in the design of the offer to ensure that it is accessible and appealing to all ages. Currently the Council does not plan to involve young people until after the trial with partners and professionals.
 - consideration of the needs of all groups of children and young people, including those who have protected characteristics to ensure the wellbeing offer is relevant and accessible for them.

The Council has not clearly articulated the intended outcomes for its wellbeing offer and has yet to develop a clear long-term delivery plan

What we looked for

- 27 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.
- 28 Our examination was also informed by the positive indicators for the ‘long term’ that we have identified and used as part of this examination.⁵

⁵ See Appendix 1

What we found

29 We identified the following strengths:

- the wellbeing offer is seeking to provide a database of all activities that are currently provided in Torfaen to support children and young people's wellbeing on both a physical and emotional level; (both by the Council and other organisations).
- the Council engaged the PSB and the Children and Young People's Board to agree the governance arrangements, to plan for and monitor the wellbeing offer.

We identified the following areas for improvement:

- while the Council has identified the importance of both physical and mental wellbeing of children and young people because of links between wellbeing and fulfilling potential in life, officers stated that the wellbeing offer is aspirational, and it needs to develop into a product with tangible outcomes.
- there is limited evidence in the Council's 'Improving Well-being in Torfaen' 2019-20 plan to explain the long-term issues and challenges associated with the current and future wellbeing for all children and young people.
- a 'wellbeing offer' sub group forms part of the PSB governance arrangements and is required to have an action plan with short, medium and long-term actions. However, these actions are not yet clearly articulated and available to all partners and the Council does not have a long-term delivery plan.
- the Council's 2018-19 wellbeing statement refers to the expected impact (outcome) as 'Children, young people and their families are informed about the full range of services available to promote health and wellbeing. This will have an impact on a range of wellbeing measures such as improved achievement.' However, the Council has yet to define the range of wellbeing measures that the offer will contribute to.
- the Council recognises the services and opportunities available to children and young people through the wellbeing offer may change and evolve over time. It is therefore essential that the wellbeing offer 'database' is adequately resourced to ensure it remains up to date and relevant for the young people, their families and professionals.
- officers told us many services that are able to contribute to the 'wellbeing offer' rely on external funding to operate, which can be short term. Officers stated this is a key obstacle in planning for the long-term. The Council has started to work with its PSB partners and wider groups to better maximise the impact of all funding including short-term funded programmes.

The Council has yet to set out the preventative benefits of delivering its wellbeing offer

What we looked for

- 30 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.
- 31 Our examination was also informed by the positive indicators for 'prevention' that we have identified and used as part of this examination.⁶

What we found

- 32 We identified the following strength:
- the Council has committed resources to develop the wellbeing offer 'database' and appointed an officer to act as the main point of contact for all council services and partners during its development.

We identified the following areas for improvement:

- the Council has not yet fully evidenced the current state of wellbeing of children and young people.
- the Council has not set out what the wellbeing offer will prevent, reduce or improve for children and young people.
- Council officers spoke of the merit of place-based interventions and how interventions need to be targeted in the right places and the right times to deliver preventative benefits. Council officers identified that in implementing the wellbeing offer, lessons learnt could be drawn from the place-based models of working already adopted by the Council in areas such as Blaenavon and Trevethin and in adult social care.

⁶ See Appendix 1

Part Two: Council's response

- 33 Following the conclusion of our fieldwork we presented our findings to the Council at a workshop in October 2019 that was attended by senior officers from the Council's education department, officers from the University Health Board and Torfaen Public Services 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: Council's actions

Areas for Development as Identified by the Wales Audit Office and Workshops	Actions	Timescales
Long-term		
<p>LT1 – While the Council has identified the importance of both physical and mental wellbeing of children and young people because of links between wellbeing and fulfilling potential in life, officers stated that the wellbeing offer is aspirational, and it needs to develop into a product with tangible outcomes.</p>	<p>The next stage of activity is to define the outcomes we are seeking to achieve with a set of defined measures. To do this we will explore what data we and our partners are collecting and how we measure progress against the defined outcomes, below are some examples of the types data sets we will explore:</p> <ul style="list-style-type: none"> • Looked After Children data • Attendance and Achievement data • Wellbeing schools survey • Education Achievement Service Wellbeing review • Anti-Bullying • Youth/Sports Development/Early Years data • Housing Associations data – data of supported families • Free School Meals • Additional Learning Needs • Information held by Leisure Trust • Youth Offending Service 	<p>Completed by June 2020</p>

Areas for Development as Identified by the Wales Audit Office and Workshops	Actions	Timescales
Long-term		
<p>LT2 – There is limited evidence in the Council’s ‘Improving Well-being in Torfaen’ 2019-20 plan to explain the long-term issues and challenges associated with the current and future wellbeing for all children and young people.</p>	<p>The data review outlined above will inform this work. The Council consider will the long-term issues and challenges indicated in the data review and through work with partners, whilst reporting against the previous year’s activity. We will review partners’ plans and available data to ensure we cross-reference available evidence.</p>	<p>2020-21 planning cycle</p>

Areas for Development as Identified by the Wales Audit Office and Workshops	Actions	Timescales
Long-term		
<p>LT3 – A ‘wellbeing offer’ sub group forms part of the Public Services Board governance arrangements and is required to have an action plan with short, medium and long-term actions. However, these actions are not yet clearly articulated and available to all partners and the Council does not have a long-term delivery plan.</p>	<p>The next stage of development for the Well-being Offer Sub Group is to develop an action plan for 2020-21, once this is developed it will be circulated by the sub groups members to their organisations and will feed into the overall Objective 3 action plan for 2020-21.</p>	<p>Completed by March 2020.</p>
<p>LT4 – The Council’s 2018-19 wellbeing statement refers to the expected impact (outcome) as ‘Children, young people and their families are informed about the full range of services available to promote health and wellbeing. This will have an impact on a range of wellbeing measures such as improved achievement.’ However, the Council has yet to define the range of wellbeing measures that the offer will contribute to.</p>	<p>In future plans wellbeing measures will be defined and linked to the work set out in LT1.</p>	<p>Complete by June 2020</p>

Areas for Development as Identified by the Wales Audit Office and Workshops	Actions	Timescales
Long-term		
<p>LT5 – The Council recognises the services and opportunities available to children and young people through the wellbeing offer may change and evolve over time. It is therefore essential that the wellbeing offer ‘database’ is adequately resourced to ensure it remains up to date and relevant for the young people, their families and professionals.</p>	<p>Through the Council’s Transformation project (T22), which is reviewing how we deliver services for Children and Young people. We will develop the Well-being product, and define the resource needs and funding requirements.</p> <p>It is likely the Council will look to refine the information available from Dewis to avoid replication and speed ease of use for professional users.</p>	<p>Initial design phase March 2020.</p>
<p>LT6 – Officers told us many services that are able to contribute to the ‘wellbeing offer’ rely on external funding to operate, which can be short term. Officers stated this is a key obstacle in planning for the long term. The Council has started to work with its Public Services Board partners and wider groups to better maximise the impact of all funding including short-term funded programmes.</p>	<p>We have recognised short-term funding as an issue, to address this we have tried to establish the funding source(s) and the timespans of the services included in the wellbeing offer to date. We will continue to work with all partners to map this information with an aim to establishing provision gaps and possible overlaps, so we can better utilise funding sources and consider further merging of funding into specific partnership delivered programmes. We will share this information in the partnership sub groups, such as Positive Pathways so it can be used to inform our work programme.</p>	<p>Ongoing</p>

Areas for Development as Identified by the Wales Audit Office and Workshops	Actions	Timescales
Involvement		
<p>INV1 – While decisions taken by The Public Services Board may ensure greater engagement and involvement of young people on a broad range of issues, the Council has yet to involve children and young people in developing the wellbeing offer. Therefore, there needs to be consideration of how children and young people can be involved in the design of the offer to ensure that it is accessible and appealing to all ages. Currently the Council does not plan to involve young people until after the trial with partners and professionals.</p>	<p>Once the trial of the professional tool is complete this will give us a better picture of the capability of the Well-being offer product. Although a Well-being tool for Professionals, Children and Young People and their families will essentially be fed by the same service provision information, we envisage the front-end look and feel of this product for service users rather than providers could be a different style product. Once we start to design the product that will be used by children, young people and their families we will fully include children young people and their families in the design process we will do this via our various, Youth Forums, Schools Councils and Parents Groups and once established our Torfaen ‘Youth Parliament’.</p>	<p>Aim to be completed by October 2020.</p>
<p>INV2 – Consideration of the needs of all groups of children and young people, including those who have protected characteristics to ensure the wellbeing offer is relevant and accessible for them.</p>	<p>As we develop our ‘Youth Parliament’ we will explore how to include all Children and Young People’s voices, including those with protected characteristics, those that are not members of Forums or Schools Councils, and the youngest children.</p> <p>We will consider how data sets, and electronic solutions and platforms could support interaction, and help us, we will continue to develop an observation approach with our Pre-school children, with the involvement of Health Visitors and Our Flying Start team.</p>	<p>Aim to be completed by June 2020.</p>

Areas for Development as Identified by the Wales Audit Office and Workshops	Actions	Timescale
Collaboration		
<p>COL 1 – To date, the Council has spent two years building relationships with other partners leading to the development of the wellbeing offer in one database with one point of contact. At the time of our review, however, the Council has not defined its short, medium and long-term milestones in providing a co-ordinated wellbeing offer electronically to children and young people, parents or carers and professionals working with children and young people.</p>	<p>We will develop short, medium and long-term milestones with partners under the work outlines in LT1.</p>	<p>Complete by June 2020</p>
<p>COL 2 – The Council should consider engaging with the breadth of organisations across the public and third sectors to ensure that all relevant activities are captured in the wellbeing offer.</p>	<p>We will undertake further engagement with Schools and the Third Sector (working with Torfaen Voluntary Alliance). We will aim to ensure we include wider community-based groups, such as faith groups and local activity groups. We will consider how to engage parental groups and children and young people directly via Forums and Schools Councils to expand the activities captured. We use feedback from trial areas in schools and the Social Care Multi Agency Safeguarding Hub to help establish gaps in mapped activities. We can explore via the Council's Transformation project (T22), which is reviewing how we deliver services for Children and Young people, if an Information advice and assistance role could support partners to sign up to ensure all organisations are able to sign post to the wellbeing offer.</p>	<p>Ongoing</p>

Areas for Development as Identified by the Wales Audit Office and Workshops	Actions	Timescale
Collaboration		
<p>COL 3 – Council officers told us there is a genuine person-centred approach in developing a wellbeing offer to all children and young people. To ensure that the wellbeing offer is person-centred, further work is needed across partners to take account of the different barriers to accessing the wellbeing offer that different groups of children and young people may face;</p> <p>Council officers stated that in practice partners use different data capture systems and databases for their own clients and having a shared system would be beneficial to know when and which services children and young people may access through the wellbeing offer.</p>	<p>Via groups such as the Positive Pathways Group (PPG) we will explore how and what information we collect and what could be the benefits of sharing that information (subject to GDPR) we will consider if some services could be using the same databases, in particularly internally such as Youth Service, Play and Sports Development.</p>	<p>Ongoing</p>
<p>COL 4 – The Council has a strong commitment to involving partners, including children and young people, in the development of the wellbeing offer, however, children and young people have not yet been involved.</p>	<p>As outlined in INV1 the Children and Young People will be included once we are beyond the mapping stage and have learnt more from the trials with professionals. We will invite them to help us co-design the product via groups such as the ‘Youth Parliament’ (once established) Youth Forums and Schools Councils. We will also involve parents and families in the design process.</p>	<p>From June 2020.</p>

Areas for Development as Identified by the Wales Audit Office and Workshops	Actions	Timescale
Prevention		
<p>PRE1 – The Council has not yet fully evidenced the current state of wellbeing of children and young people.</p>	<p>We will review the data that we are collecting or have access to such as:</p> <ul style="list-style-type: none"> • Wellbeing Schools Survey • Education Achievement Service Wellbeing review • Happy City • Anti-Bullying Survey • Youth/Sports Dev/Early Years • Mosaic • Healthier Gwent <p>This will help us build a picture of the current state of wellbeing for the Children and Young People in Torfaen. This work will be linked to the activity outlined in LT1 and COL1.</p>	<p>June 2020.</p>
<p>PRE2 – The Council has not set out what the wellbeing offer will prevent, reduce or improve for children and young people.</p>	<p>Combined with the activity outlined in PRE1, LT1 and COL1 we will work with the Data Team at TCBC and partners, in particular Public Health in regards to their Healthier Gwent programme to set out what we are aiming to prevent, reduce or improve for children and young people.</p>	<p>June 2020.</p>
<p>PRE3 – Council officers spoke of the merit of place-based interventions and how interventions need to be targeted in the right places and the right times to deliver preventative benefits.</p>	<p>We will review the findings of place-based approaches that are currently operating in Torfaen and consider their preventative merits in future planning.</p>	<p>Ongoing</p>

Areas for Development as Identified by the Wales Audit Office and Workshops	Actions	Timescale
Prevention		
<p>PRE4 – Council officers identified that in implementing the wellbeing offer, lessons learnt could be drawn from the place-based models of working already adopted by the Council in areas such as Blaenavon and Trevethin and in adult social care.</p>	<p>We will explore the possibilities of place-based working through projects such as the Council's Transformation project (T22), which is reviewing how we deliver services for Children and Young people T22 project. We will work with Health and Social Care partners to gain a better understanding of what the Integrated Well-being Networks and Reginal Partnership Boards are delivering and explore opportunities.</p>	<p>Ongoing</p>

Areas for Development as Identified by the Wales Audit Office and Workshops – Way of Working – Integration	Actions	Timescale
Integration		
<p>INT1 – The Public Services Board has a reporting performance framework in place to monitor its objective, ‘every child has the best start in life’. At the time of our fieldwork the Council did not have a corporate approach to regularly monitor and review progress in the delivery of its wellbeing objectives. The Council stated the role of the Corporate Performance Assessment (CPA) sessions was being considered as a potential forum to monitor progress against its wellbeing objectives.</p>	<p>We will establish the most appropriate approach to regularly monitor, review and reporting progress of the Public Services Board’s, ‘every child has the best start in life’ – as part of this we will consider CPA sessions and other scrutiny sessions.</p>	<p>April 2020.</p>

34 We will continue to monitor the Council’s progress in implementing these actions, and the extent to which it addresses 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?

- There is a clear understanding of what 'long term' means in the context of the Act.
- They have designed the step to deliver the wellbeing objective/s and contribute to their long-term vision.
- They have designed the step to deliver short or medium-term benefits, which are balanced with the impact over the long term (within the project context).
- They have designed the step based on a sophisticated understanding of current and future need and pressures, including analysis of future trends.
- Consequently, there is a comprehensive understanding of current and future risks and opportunities.
- Resources have been allocated to ensure long-term as well as short-term benefits are delivered.
- There is a focus on delivering outcomes, with milestones/progression steps identified where outcomes will be delivered over the long term.
- They are open to new ways of doing things which could help deliver benefits over the longer term.
- They value intelligence and pursue evidence-based approaches.

What would show a body is fully applying the preventative way of working?

- The body seeks to understand the root causes of problems so that negative cycles and intergenerational challenges can be tackled.
- The body sees challenges from a system-wide perspective, recognising and valuing the long-term benefits that they can deliver for people and places.
- The body allocates resources to preventative action that is likely to contribute to better outcomes and use of resources over the longer term, even where this may limit the ability to meet some short-term needs.
- There are decision-making and accountability arrangements that recognise the value of preventative action and accept short-term reductions in performance and resources in the pursuit of anticipated improvements in outcomes and use of resources.

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

- Individuals at all levels understand their contribution to the delivery of the vision and wellbeing objectives.
- Individuals at all levels understand what different parts of the organisation do and proactively seek opportunities to work across organisational boundaries. This is replicated in their work with other public bodies.
- Individuals at all levels recognise the cross-organisation dependencies of achieving the ambition and objectives.
- There is an open culture where information is shared.
- There is a well-developed understanding of how the wellbeing objectives and steps to meet them impact on other public sector bodies.
- Individuals proactively work across organisational boundaries to maximise their contribution across the wellbeing goals and minimise negative impacts.
- Governance, structures and processes support this, as do behaviours.

What would show a body is collaborating effectively?

- The body is focused on place, community and outcomes rather than organisational boundaries.
- The body has a good understanding of partners' objectives and their responsibilities, which helps to drive collaborative activity.
- The body has positive and mature relationships with stakeholders, where information is shared in an open and transparent way.
- The body recognises and values the contributions that all partners can make.
- The body seeks to establish shared processes and ways of working, where appropriate.

What would show a body is involving people effectively?

- Having an understanding of who needs to be involved and why.
- Reflecting on how well the needs and challenges facing those people are currently understood.
- Working co-productively, working with stakeholders to design and deliver.
- Seeing the views of stakeholders as a vital source of information that will help deliver better outcomes.
- Ensuring that the full diversity of stakeholders is represented and they are able to take part.
- Having mature and trusting relationships with its stakeholders where there is ongoing dialogue and information is shared in an open and transparent way.
- Ensure stakeholders understand the impact of their contribution.
- Seek feedback from key stakeholders which is used to help learn and improve.

Wales Audit Office
24 Cathedral Road
Cardiff CF11 9LJ

Tel: 029 2032 0500

Fax: 029 2032 0600

Textphone: 029 2032 0660

E-mail: info@audit.wales

Website: www.audit.wales

Swyddfa Archwilio Cymru
24 Heol y Gadeirlan
Caerdydd CF11 9LJ

Ffôn: 029 2032 0500

Ffacs: 029 2032 0600

Ffôn testun: 029 2032 0660

E-bost: post@archwilio.cymru

Gwefan: www.archwilio.cymru