



SWINDON
BOROUGH COUNCIL



institute of
public care



Swindon Borough Council Adult Services' Working Together Plan

2024 - 2029

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Forewords

Foreword from Experts by Experience, The Learning Disability Partnership

It's important for people with lived experience to be able to have their voice heard – the council needs to listen to us that's why The Working Together Plan is important

We need to be involved in the important meetings and help to make the decisions. If we are not included in making the decisions – we are left in the dark.

The name Working Together is so much better – because 'Co-production' is such a Jargon word.

Whatever they (Swindon Borough Council) are planning – we've got to get involved with it.

It was brilliant working on the plan. They listened to us – the people who use the plan need to listen to people too. Most important – if you can't keep to your plan – tell the experts. We want to feel we're equal to everyone else

Foreword from Swindon Borough Council Chief Executive

I am delighted to introduce our Working Together plan, a milestone in our collective journey towards creating a more inclusive, efficient, and responsive council. At the heart of this document lies a commitment to collaboration, transparency, and the shared vision of a vibrant and thriving community.

In today's rapidly changing world, the challenges we face are diverse and complex. However, by forging strong partnerships with our residents, businesses, and community organisations, we can harness the power of collective wisdom, creativity, and resources to address these challenges effectively.

This Working Together Plan is a testament to our dedication to meaningful relationships with our residents and the recognition that the best solutions often emerge when we work hand in hand with those who are most impacted by our decisions. By fostering the principles of 'working together', we empower our community members to take an active role in shaping the future of our Town, while we, as a council commit to being active listeners and facilitators.

The path ahead will not be without its challenges, but I am confident that with the principles outlined in this plan, we can build a stronger, more resilient, and inclusive community. I encourage all stakeholders to embrace this plan with enthusiasm and commitment, for it is 'working together' that we will unlock the full potential of our community.

I extend my gratitude to all those who have contributed to the development of this plan and to our community for their continued trust and partnership. Let us embark on this journey of working together, for the betterment of our Town and the well-being of all its residents.

Introduction

In Swindon Adult Services, we know it is of vital importance that we work together with our local people, communities and with providers of care and support services to ensure we get things right. This includes whenever we are making decisions about our local offer for our local communities – such as designing new services, changing or stopping existing services or any other decisions that may have an impact on how people can live their lives.

Whilst we know it's important to do this, we also recognise that **we need to do more and get better at this.**

This “*Working Together Plan*” is Swindon Adult Services' starting point to addressing our local practices, and ensuring that, over the next few years, effectively working together with local people and providers of care and support is our default position and is embedded in everything we do. This is aligned with our Adult Services Strategy that sets a clear expectation to ensure that the people we work with and for, have **Lives, not services.**

This Plan, which been, where possible, co-designed by people with lived experiences of adult social care, as well as providers of care and support such as Council staff, colleagues from the Integrated Care Board (ICB), members of the voluntary, community and social enterprise sector and regulated providers of care services. It outlines our shared vision for working together, why it is important that we do this, and most importantly, how we are going to achieve this over the next 5 years.

We hope that this plan will support everyone across Swindon Adult Services, including our front-line practitioners, those involved in delivering or commissioning and purchasing services, as well as managers and senior leaders throughout the directorate to understand our vision for working together, how we will get there together, and what responsibilities we all have to achieve this.

Whilst this Plan is focussed primarily on how Swindon Adult Services will improve upon our working together arrangements, it is hoped that our partners and organisations will utilise and adopt the principles, values and practices outlined in this plan.

This is the start of our journey to better work together with our local people and providers, and we acknowledge that certain teams and colleagues will be at different stages of their working together practices. We are committed to driving this Plan forward, and in doing so, support others, where we can, to ‘work together’ every day.

We would like to thank all the co-designers of this Plan, including:

- Members of the Learning Disability Partnership and Swindon Advocacy Movement volunteers;
- Unpaid Carers working at the Council;

- Residents of Fessey House;
- Adults with experience of mental health support in Swindon;
- Swindon's Voluntary, Community and Social Enterprise sector;
- Swindon's Regulated Care Providers;
- and Adult Social Care Council and ICB colleagues

In acknowledgement of our starting position, we would have liked to have co-designed this plan with a wider range of people with lived experience of Council services. We hope, however, that this plan provides a solid foundation for improving our practices. Future engagement work with more people, which will include how well we are achieving what we have outlined in this plan, will keep this plan under review and updated as needed.

Our vision for working together

Our **vision** for working together is, simply put:

Nothing about us, without us

Working together means working in partnership with anyone that may be affected by decisions we make, to ensure that we have got it right.

It is based on the following **values**, which have been co-designed with local people with lived experience of care and support needs, and local providers of care and support services:

- People with lived experience of care needs and/or services are best placed to advise on what works, what doesn't work, and how a decision might impact their lives;
- We treat people with lived experience as experts;
- If we don't treat people as the experts in their own lives, we risk getting it wrong and it having a negative impact on people's lives;
- Local people have important things to say, and their thoughts and opinions matter;
- Providers of care and support give important information about local people's needs and wishes. They advocate for the people they work with and have expertise in providing local care and support;
- Working together ensures Adult Services remains responsible to local people and other partners, and we do what we say we are going to do.

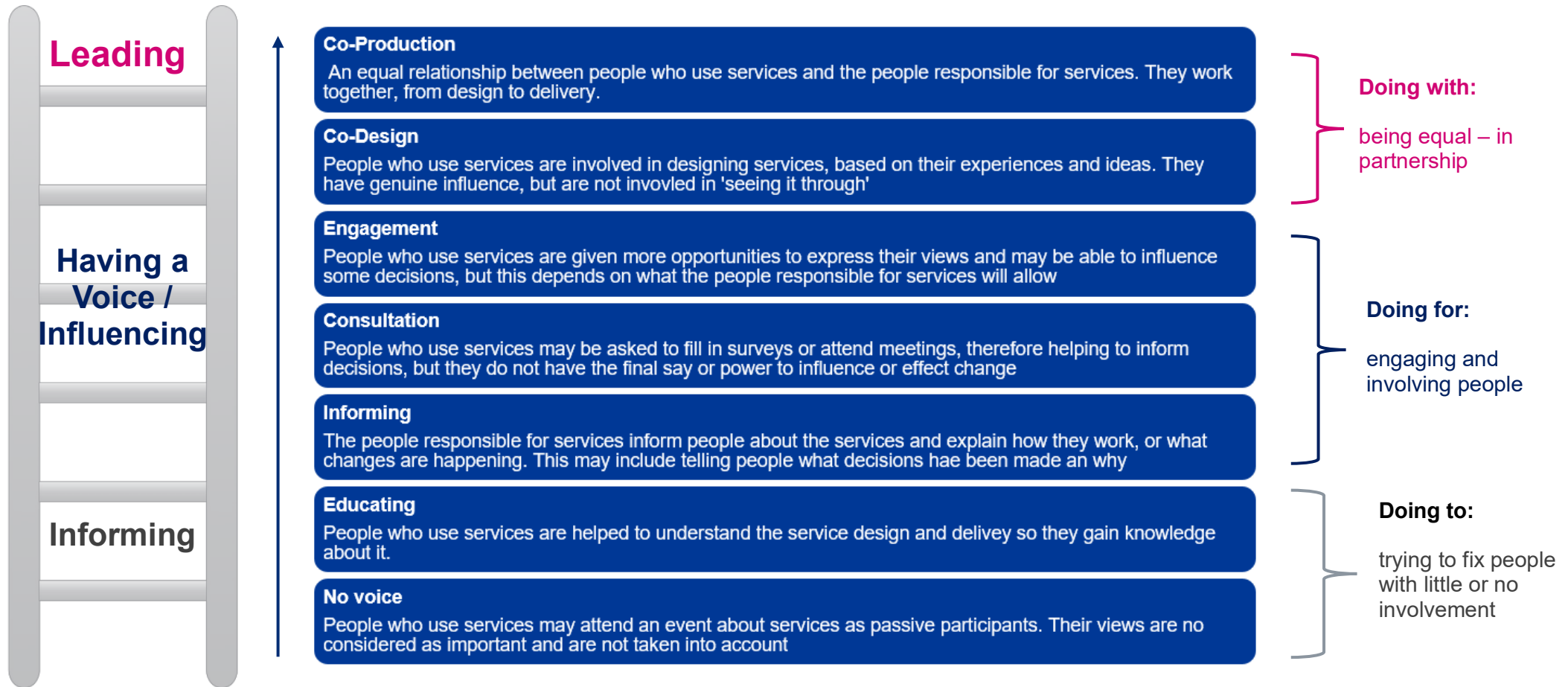
Definition of working together

To ensure there is no doubt about our vision, it is important to define what we mean by the term 'working together'.

Using the Ladder of Co-Production¹, in Figure 1 below, we can see there are different steps that can be used when working in partnership with others:

¹ Think Local, Act Personal – adopted from the Ladder of Participation (Arnstein, 1969)

Figure 1: Ladder of Co-production



This ladder explains the different ways of working together which considers the difference between **doing to**, **doing for** and **doing with our partners**. As we move up the ladder, local people and our providers move from being passive recipients of our decisions, to having a voice and, at the top rung, leading changes and decision-making alongside us.

'Doing with' when working together

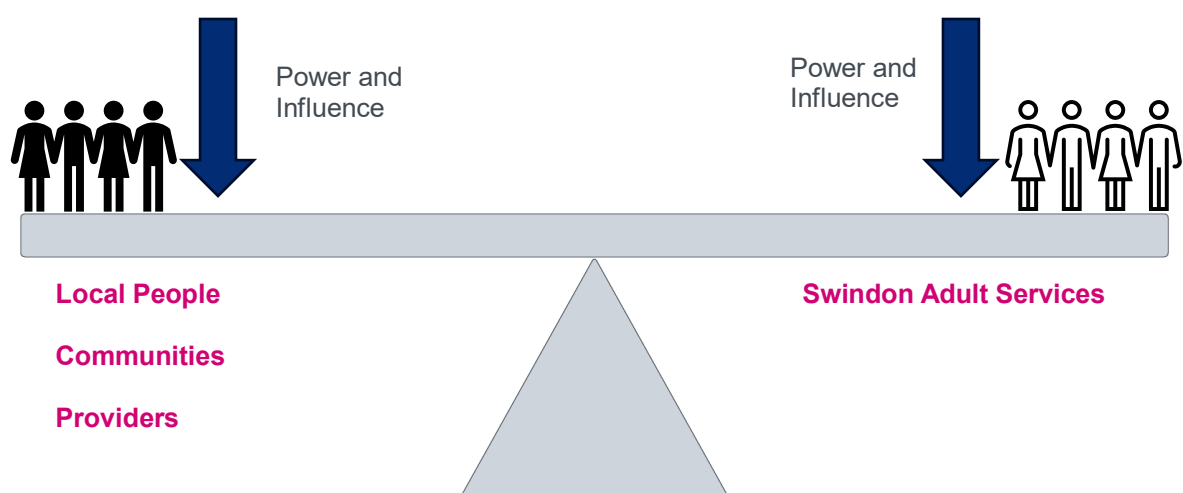
We want to strive towards **doing with others** and supporting local people and providers of care and support to **lead in decision making** i.e., the top rungs of the ladder – co-production and co-design, where possible.

We will know we have achieved this way of working together when:

- All partners (including local people and providers) are treated as equals, we share decision making power, becoming more impactful as a collective;
- No matter how well-meaning our intentions are, we do not start the decision making process with a pre-determined idea of what is needed or the right action to take and we are open to new ideas or ways of doing things;
- We genuinely listen to the voices, experiences and feedback of people with lived experience and our providers, working with them to co-design services, any other Adult Service developments, and the evaluation of us and our services;
- We move away from seeing ourselves as 'fixers' or 'knowing what is best for others' and instead, working as 'facilitators' with our partners to work together to create ideas and find solutions.

This way of working is based on equal decision making power, with local people, communities, providers of care and support and adult social care working together **as a collective to agree the best way forward:**

Figure 2:



As illustrated in Figure 2, for **doing with**, the decision making power is equal and **balanced** across Adult Services, local people, communities and providers of care and support.

Other options for working together

*Involving people in a decision or change should not be seen as an **all or nothing** response. There will always be something we can do to involve and include people's influence, views and voices in local decisions.*

It is important to note that there may be reasons why **doing with** is not a possible or appropriate approach when working together, for example, when there is limited scope for genuine influence by our partners. Whilst 'doing with' should be the desired approach, if this is not realistic or achievable, we should not pursue this in a disingenuous way.

However, in these cases, it is still important that we **do something** to involve, consult, or engage local people and providers in decisions or actions which will (or may in the future) impact them.

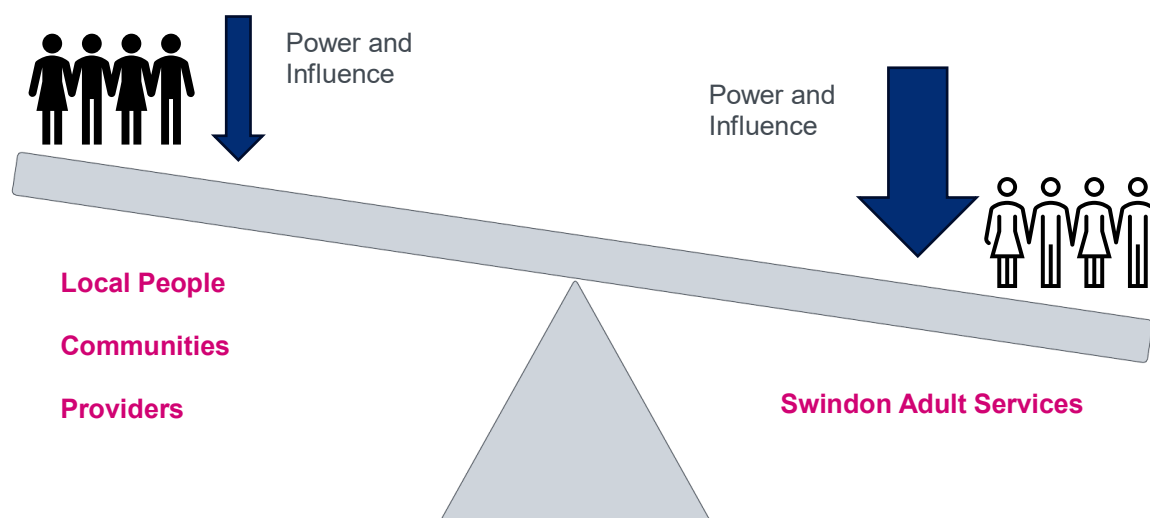
The questions we need to ask ourselves to help determine if we are able to **do with** our partners include:

- What is the objective / what decisions are being made?
- How much, or where is the scope to share decision making power with our partners?
- What stage of the decision-making process are we at?
- What resources, including skills, do we have, and what timeframe are we working to?

Considering these questions should give you a good understanding of which steps of the Ladder of Coproduction is most appropriate. For example, if we have not involved local people and/or providers at the beginning of a decision making process, there is little scope them to influence the decision, and/or there is limited time to work together. It may be more appropriate to '**do for**' our partners, for example through consultation or engagement exercises like focus groups, interviews, surveys and online feedback mechanisms.

This way of working is based on a **consultative way of working together**. This is where people who make the decisions ask local people and providers for their views and receive feedback on proposed ideas and solutions. This is sometimes known as '**for us, without us**' as our partners are asked but are not at the decision making table, as illustrated in Figure 3:

Figure 3:



If we have made a thorough assessment, and we can justify as to why we are unable to “do with”, then this way of working together can still hold a place in our ambition for Swindon Adult Services. It acknowledges that working together in an equal partnership is not always a realistic option, and we need to be honest and up front when this is the case. Consultation can still be an important way of working with others, and **if done right**, it can be very meaningful.

It also offers a wider variety of choice for local people to have their voices heard, for those who have told us they do not want to get involved in decision making or become an expert by experience, for example. It also has the potential to support a wider representation of voices which is an important part of working together.

Therefore, consultation is not to be seen as a ‘bad’ way of working together, but rather an additional tool in our toolbox when **doing with** is not possible. It can also be used as a complementary tool which can help us to work together with as many people and partners that are likely to be impacted by a decision – including those who may not wish to get involved in decision making or designing services but would still like their views heard.

What Working Together Approach should I take?

The flowchart in Section 7 (7.1) is designed to help you identify what type of working together approach you can and should take for any project you are working on.

What methods can I use when working together, based on the Working Together approach I am taking?

Section 7 (7.2) contains guidance that considers the different options and methodologies for working together, taking the Ladder of Co-Production into account. It also offers some specific approaches for co-design and co-production exercises.

Principles of Working Together

When developing this plan, we asked people with lived experience **the principles of working together, that supports our vision “Nothing about Us without Us”**.

This is what they told us:

1

We are not just people with care needs, we are **people with lives!**



People 1st



2

We are **equally as important** as anyone else, and our thoughts and opinions **matter**

3

We are experts in our own lives



4

There is a lot of lived experience out there that we can share- we can help!

5

We will feel heard, listened to, and know how we can get involved



6

We can let you know the impact decisions might have on us to help you get it right and avoid discrimination

These are powerful messages which clearly demonstrate not only the importance of working together, but the ambition of local people to work with us more closely on decisions that impact them.

We are committed to these **principles** as we believe they offer the foundation for working together. In addition, Figure 4 demonstrates organisational principles that we will also adopt across Adult Services in Swindon²:

Figure 4:



² Adapted by the Coalition for Personalised Care Model: [C4PC - Developing a culture of co-production](#)

Why work together?

Moral: Working together and involving local people and providers in decisions, actions and services that impact them, simply put, is the **right thing to do**. Some people go so far as to say it is a fundamental right to involve, consult and engage people in any decision about planning, designing and delivering care services that they use or could use in the future.

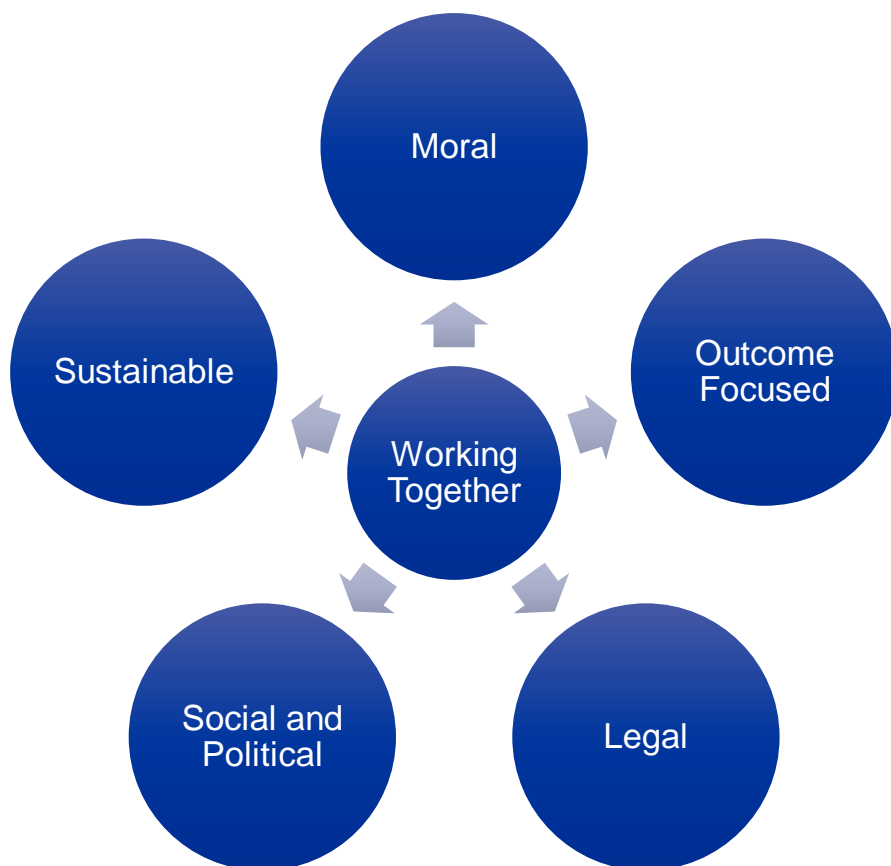
Outcome Focused: Effective working together arrangements could result in more **effective services that better meet people's needs and support them to achieve their aspirations**.

There is growing evidence that involving recipients in how public services are designed and delivered results in improved health and better outcomes for them in the long term

Legal: There are **statutory responsibilities** on both health and social care professionals, which outline that we should work together with local people wherever possible. This includes the Care Act (2014), the Health and Social Care Act 2012, and most recently, CQC have launched a quality assurance framework which will measure how well Adult Services are working in a person centred way.

Social and Political: Engaging local people in the planning, monitoring, review / evaluation and improvements of health and care services or delivery can lead to **more trusting relationships between the Local Authority and its local community**. It can demonstrate to local people that the Council not only listens to their views but considers their contributions and ideas as invaluable assets to support better outcomes.

Sustainable: Working together can help local authorities **achieve value for money** by bringing new skills, time, resources and expertise into the commissioning and delivery of local services. Using the experience of those who use and deliver local services **can reduce and re-direct wasteful spending which is not having an impact**. Working together arrangements can also **increase the reach and impact of public services**.



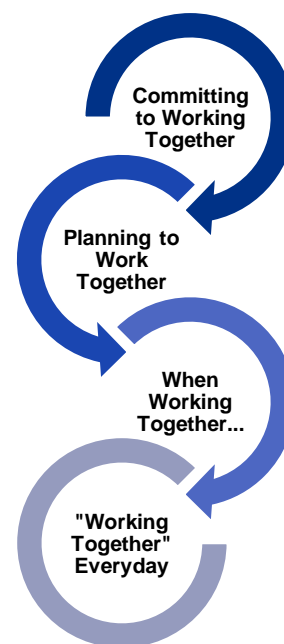
What 'works' when working together

To work together well we need to ensure we have the **right culture, structure, and practice**. We also need to ensure we are continuously **reviewing** our working together practices, making changes or improvements where required.

When co-designing this plan in 2023, local people with lived experience, providers of care and support, and other partners advised us of the key enablers for working together. Their advice is summarised below, and we are committed to making this a foundation for how we embed a culture whereby we better work together:

'Working Together' every day

- **A culture shift** is required – Working Together is not 'part' of the job for us – **it is the job**. This needs to be understood and have buy-in within every part of Adult Services. This includes consideration of how we plan for working together, ensuring the right amount of focus, time and energy is given to the importance of working together, before any decision is made that might impact local people and/or providers of care and support. Local decision making processes (e.g., business cases) will need reviewing to ensure the importance of working together is embedded.
- **Skills of public service professionals** – When working together with local people and providers, we must have the skills in order to effectively facilitate discussions, including listening skills, group management and reflective practice. Colleagues need to be open to criticism and ensure responses are not defensive and are open to hearing new ideas.



Committing to 'Working Together'

- **Identify any barriers to working together and consider as soon as possible how to overcome these** – It is important to investigate and identify what may be getting in the way of effective working together arrangements so we can prepare for them and overcome these as much as possible. Working together is not always easy or without its challenges, **but this does not mean we just don't do it**. Common barriers include time, lack of procedure, personal agendas or differences in opinion. We need to ensure we work through these challenges and achieve what we can when working with others.
- Working together takes **significant time, requires dedicated resources and skills**, and this must be built into the timescales and budget management in order for the best results to be achieved. If rushed, working together can look

tokenistic and will negatively impact our relationships and trust with local people and providers. We must ensure appropriate and adequate resources are available to support working together practices (which will often take longer than we think), and that all staff have the time and flexibility required to do this right. True working together arrangements should be a series of ongoing communications. Therefore, it should rarely be seen as a one-off activity.

Planning to 'Work Together'

- Involve people **at the beginning of any change process or decision** that will impact them and their community. The earlier you involve people, the more likely you can have genuine working together opportunities.
- **Flexibility** – The more flexible we can be (i.e., the more open we are to new ways of working), the more meaningful and informative our approach can be. It is important at the start of any engagement process that we identify any 'non-negotiables' and we are up front and transparent with any individuals involved at the beginning. We will need to explain why these are non-negotiable (e.g., defined in law, budget restraints, local strategy or governance) and agree how we will work with this and remain in the realistic scope of whatever the project might be.
- We need to better **understand the interest** of local people to get involved in shaping, designing and reviewing their care offer and services. Generally, the more people are impacted by the topic, the more likely that they will want to get involved and add value to the activity. If we are struggling to get people interested or involved, **we need to ask why**. This might tell us something we need to know – e.g., they don't believe their contribution will make a difference or they face barriers in engagement that we have not yet considered.
- **Recruitment of local people** – We must consider the representation of the local people we are working with and must not make any assumptions regarding people's abilities to take part in working together arrangements. Instead, public care professionals must ensure there is a variety of engagement methods available in order to ensure everyone who wants to contribute to a decision is able to do so and widely advertise the opportunity to get involved on a regular basis.
- **Training and skill development of people involved in working together** – The training required for local people will vary depending on the complexity of the task and the population group involved, however it is important to offer a development session for those working together with us. This will not only help outline the scope, expectation and responsibilities of them as an individual and prepare them for the task ahead but will support with the productiveness and focus of the upcoming activities.
- When working together, we need to be **clear about what the expectations are** by us and our partners. It is important to explain that part of this process will be negotiation and consensus building as a collective, **and we will not agree on everything**.
- **Let individuals know from the beginning how much scope they have to influence a decision** – Be honest with your local people where they have scope

to shape, design and influence, and where they do not (explaining why this is the case – e.g., legislation requires a specific action or care service)

- **Start with relationships** – it is important to have opportunities which help people interact on a human or personal level first. Dedicated roles, time to build relationships and trust, icebreakers, sharing food, removing lanyards, using first names and not job titles, are some examples of how to do this. It is easy to be tempted to skip this step due to time restraints, but it can be important to break down these barriers before talking about potentially difficult topics.
- **Think about the location / venue** – Pick a location that is neutral, rather than a Council office building or similar. This supports the feeling of equality and a sharing of decision-making power. Options for getting people involved is important – some people will prefer in person meetings, others may feel more comfortable talking to us on the phone or via video calls. When you deliver a Working Together activity will also need to be considered – this may need to be in the evenings or at weekends to ensure everyone who wants to be involved can be.
- **Be Human!** – We are people working with people where the outcome of the exercise will have either a positive or negative impact on them. There may be challenging discussions as part of this, including what is feasible and what is not. However, it is important people are given the space to share their experiences or views, and the pressure or time restraints of the project do not result in professionals demonstrating either a lack of empathy or inflexibility as part of this.

When planning any working together event, colleagues should complete the Working Together Checklist (available in Section 7, 7.3)

This checklist is designed to offer prompts and questions that will support you in designing and delivering effective working together practices from the planning stage, to inviting participants, hosting an event and reviewing how it went.

When 'Working Together'

Start with a blank page – Where possible, come to the 'table' with a blank page or agenda, working in partnership with local people and communities to build and agree a shared vision for the activity. If professionals arrive with a pre-determined agenda or idea, there is a risk that people feel this is an ingenuine approach to working together.

Support offer for people involved – It is important to acknowledge that getting involved in the design or review of a service or intervention that might impact the person could be an emotive experience. Professionals must consider the time and support that allows people to express their views, whilst feeling they are in a safe and supportive space.

Keep local people updated as regularly as possible – Ensure you do what you say you are going to do and effectively feedback on the progress and outcome of the activity.

Show people their contributions are being listened to and valued –If local people are giving up their time to contribute to the shaping, design and review of services, they should be acknowledged, paid or incentivised for their participation. This not only demonstrates the value they are bringing to the table, but also demonstrates the equal partnership that our working together plan aiming to achieve.

Lessons learnt – Identify and share lessons learnt through the working together exercise and conversations with those involved, covering what worked and what didn't. Share this learning corporately to improve the organisational approach of 'doing with' people.

Collecting and acting on Feedback

A Feedback form for people involved in working together with us is available in section 7 (7.4)

The Dos and Don'ts of Co-Production

A document in Section 7 (7.5) offers the do's and don'ts for working together when you are aiming to achieve co-design or co-production

What are we going to do so we work together better?

To achieve our ambitions, Swindon Adult Services are committed to achieving a number of goals over the next five years. No one team or role can achieve our ambitions in isolation. As such, it is important to stress that **everyone in Adult Services is responsible for delivering this Working Together Plan in Swindon.** It is essential that there is a consistent and systematic approach to working together which means there is a shared methodology that applies to **all activities in adult services, and across all roles in the directorate.**

An understanding of the values and implications of effective working together arrangements must therefore be recognised and have buy in from a wide variety of professionals, including local Leaders and Directors, strategic and operational managers, commissioners, social workers, care workers, and occupational therapists, to name a few. In addition, in a whole system approach, it is equally

important that providers of care within our local arrangements understand the importance of working together in the delivery and review of their own services.

We know we are on an improvement journey, but we are also able to build upon current good practice in Adult Services in order to achieve our ambitions. This includes considering any learning or recommendations from the creation of the [Swindon Learning Disability Partnership](#), and how we might expand this way of working.

Over the next five years, we will:

'Working Together' every day

- Publish the Working Together Plan (along with the associated templates that will support practice) across Adult Services, with a clear directive that embedding the vision, values and ambitions of this plan is mandatory **for everyone**;
- Commit to additional resources (including a protected budget line) that will enhance our working together practices. As part of this effort, specific roles within Adult Services will be established that will lead and champion for the Working Together arrangements;
- Explore and agree new ways of working with local community based organisations to enhance our Working Together practices, via future commissioning arrangements that will support the ambitions in this plan, including the ambition to hear from a wider range of local people with lived experiences of care and support;
- Arrange training for all Adult Services staff to ensure they are prepared to implement this Working Together Plan (e.g., Step Up Training available in Children's Services);
- Make sure, by attending various meetings, Adult Services (including senior management teams) have a comprehensive understanding of the Working Together ambition, which takes leadership buy-in and commitment, time (often longer than anticipated), dedicated resources, and teams are given permission to take the time to do it right;
- Ensure all Team Plans for Adult Services detail how they will realise better working together arrangements in each service area by following the vision, values, and ambitions of this plan.
- Promote and encourage an organisational-wide approach to working together across Swindon Borough Council, with senior Council members and colleagues across all departments understanding the importance of partnering with local people and providers, as well as what is required in order to accomplish this;
- Establish a system-wide Strategic Working Together Board that brings together all council directorates, organisations (e.g., BSW ICB and care and support providers), and local experts by experience. The terms of reference for this board are to be co-designed by its membership, but it is hoped the Board will improve system level working, reduce duplication of efforts for working together with local people and providers, share resources, and raise awareness of the outcomes and learnings from working together exercises. The Board will also hold an important role of embedding the commitments of this plan, as well as monitoring



its impact, and reviewing and updating it as required. It is important to note that the creation of this Board will not replace or negate others from their responsibilities to effectively work together with local people, communities and providers of care and support, and it is expected that other strategic boards and organisations will continue to discuss and develop their own Working Together arrangements.

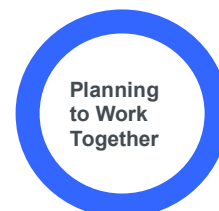
Committing to Working Together

- Agree across the directorate that working together is to be a thoughtful, well planned activity, and only undertaken when it is clear a project or decision needs to be made – ensuring people spend their valuable time on worthwhile exercises;



Planning to Work Together

- Explore and agree on effective remuneration procedures and budgets to pay and acknowledge people with Lived Experience when they offer their time and expertise via our Working Together arrangements;



When Working Together

- Develop a new Quality Assurance Framework for Adult Services' commissioned services in collaboration with people with lived experience as well as our providers of care and support, including the Voluntary, Community and Social Enterprise Sector. As a result, we will have a better understanding of what good care looks like from a lived experience perspective, and we will be able to monitor our commissioned services in a way that has been co-designed by our local providers. This ensures our monitoring arrangements are meaningful, realistic and tells us what we need to know about the quality of care in Swindon, and the outcomes it is achieving for local people.



How will we know if we have been successful?

Aligned with our Adult Services Strategy, we will know we have achieved this priority when people agree with these statements:

- I am treated with respect and dignity.
- The key principle of the Working Together Plan “Nothing about us, without us” is being adhered to

An improvement in the knowledge and skills of working together practices across Adult Services.

- We will carry out an anonymous survey by the end of 2023 which will measure the knowledge of Adult Services on the definition of co-production and working together, and their experience of this way of working in their practice. We will repeat this survey 12 months later with the ambition of evidencing an increased knowledge, skill base and evidence of practice in this time period.
- ≥85% of relevant Adult Services staff will have completed the available training on Working Together / co-production practices by the end of 2024.
- 100% of Team Plans include their objectives for Working Together practices by April 2024.
- 100% of service areas have read and signed this Plan, to demonstrate their commitment to it by February 2024.

An increase in the number of exemplar working together practices.

- The number of occasions where Adult Services have worked together with local people and partners to make a decision or design care or services, will increase, and a bank of case studies for Swindon will be created in 2025;
- The number of local people who want to work with the Council (including Experts by Experience, and members of partnerships or boards) will increase;
- The range of local people offering their views and feedback via consultative methods (such as surveys, focus groups and on social media, for example) to the Council will increase;
- A significant increase in the response rate to 'My Care, My View' by local people and their social workers by 2024;
- The establishment of a procedure for remuneration options and processes for people working in partnership with Adult Services in 2024

An increase in system wide working together practices.

- The Director of Adult Services will have attended a Council Cabinet meeting, and attended meetings with other Directorate Leaders to promote and encourage the adoption and consideration of this plan for Council decision making processes in 2024.
- The establishment and implementation of the Strategic Working Together Board between in 2024/25.

Milestones and Timeline

Launch & Promotion of the Working Together Plan

- Ensure Adult Services and partners are aware and starting to consider how to embed the Working Together Plan
- Working Together Survey completed

2024

01

02

2024/25

Laying the Foundations & Working Together

- 100% Service Areas with a signed commitment to the Working Together Plan
- ≥85% of Adult Services completed new mandatory training on Working Together
- 100% Team Plans with Working Together Objectives
- Council wide promotion of the Plan completed
- We have started to set up the Strategic Working Together Board
- Working Together Practice is starting to be completed and embedded – repeat of the Working Together Survey to monitor and confirm skills

2025/26

03

We are Working Together Better

- Increase of working together exemplar examples / case studies
- Increase of local people working in partnership with the Council
- Strategic Working Together Board set up and operational

04

We are Working Together Well

- We have commissioning arrangements to support with the Plan in place
- An increase in the number and range of local people involved in working with us
- We co-design / co-produce with people more and more in our working together arrangements

2027-2029

05

We Always Work Together

- Working together practices are fully embedded in everything we do
- We continue to work with colleagues to ensure this way of working in embedded system wide in Swindon

2027

Ensuring we work together

As outlined in this Plan, Swindon Adult Services are at the beginning of our journey to better work together with local people, communities and providers of care and support when making any decisions for how we operate.

It is important we are all signed up to this plan, and held accountable for the vision, values and principles outlined. We welcome local people, communities, providers of care and support and Council and Health colleagues to **be our critical friends, and tell us if we are not getting it right or doing what we have said we are going to do in this plan.**

The new Strategic Working Together Board will hold a responsibility for implementing, monitoring and updating this plan to ensure we continue to improve and get this right. Our critical friends outlined above will be able to escalate any concerns about our Working Together progress to this Board.

Helpful guidance and templates to support working together

Committing to Working Together: Flowchart – What Working Together Approach should I take?

This flowchart that asks a number of 'yes or no' questions. It is designed to help you consider fully what working together approach you are able to take. Whilst co-production and co-design should always be the desired approach for working together, the flowchart allows you to consider if co-production or co-design is possible, and if not, what other options are available to you. This will ensure we only undertake co-production and co-design activities when there is genuine scope for local people and our providers to influence, shape and help contribute to decisions.



Flowchart - What working together a

Committing to Working Together: Options for the different levels of working together

This template considers the different options and methodologies for working together, taking the Ladder of Co-Production into account. It also offers some specific approaches for co-design and co-production exercises.



Options for the different levels of w

Planning to Work Together/When Working Together: The Working Together Checklist

This checklist is designed to offer prompts and questions that will support you in designing and delivering effective working together practices from the planning stage, to inviting participants, hosting an event and reviewing how it went.



Working Together
Checklist.docx

When Working Together: Feedback Form for people involved in Working Together



Working Together
Feedback Form.doc

When Working Together: The Do's and Don'ts of Co-Production

This template offers the do's and don'ts for working together when you are aiming to achieve co-design or co-production



The Do's and
Don'ts of Co-Produ

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