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| NAME OF SCRUTINY COMMITTEE | CORPORATE SCRUTINY COMMITTEE |
| DATE OF MEETING | 16 January 2014 |
| TITLE | Progress Report for the Anglesey and Gwynedd Single Integrated Plan |
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| CABINET MEMBER | Cllr Dyfed Edwards |
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| What needs to be scrutinized and why? | The progress being made towards establishing a Single Integrated Plan for Gwynedd and Anglesey The need to provide assurance that the interests of Gwynedd residents are being protected |
| Is there anything else the Scrutiny Committee needs to do? | No |
| What are the next steps? | It is recommended that the Committee receive a final copy of the Plan as part of the approval process once the LSB has agreed on the direction of the work program |

Single Integrated Plan for Gwynedd and Anglesey

Progress Report for January 2014

Introduction

Specific points were raised following the preparatory meeting of the Corporate Scrutiny Committee:

1. Work Project Plan - Section 6, page 6 and Appendix 1, page 11
2. The Plan's Engagement Plan - Section 8, page 9 and Appendix 2, page 13
3. Comments received so far - A summary of the key messages can be found in Section 8, page 9, with the specific record in Appendix 2, page 13
4. The relationship between the Partnership and other partnerships or collaboration with Anglesey and a list of Partnerships and Collaboration Plans - Section 6, page 6
5. Draft Plan - The schedule is shown in Appendix 1, page 11. It is proposed that the draft be discussed by the Corporate Scrutiny Committee as part of the formal approval process. The plan's current draft is shown in Appendix 3, page 16.
6. The impact of Gwynedd's previous LSB on Gwynedd residents - Section 8, page 9
7. Measuring the impact of the Integrated Plan - section 7.5, page 8

1. The Context of Change

1.1 Following the latest budget forecasts and announcements from Cardiff and Westminster, it is clear that there exists an obvious risk to the maintenance of public services.

1.2 The challenge comes in the form of managing demand and of increased pressure. There is a need to develop plans and approaches that will maintain services as a baseline and look to offer better services with less resources wherever possible.

1.3 Many individuals, families and communities, who were reasonably secure a few years ago, are now close to the edge. The changes in demography and expectations are increasing the pressure on acute services and the resulting costs, both economic and social, are unsustainable.

However, there are opportunities to work in partnership to ease the pressure and to improve planning for the future. The potential development of a new nuclear plant on Anglesey and the potential of developing the Energy Island concept are exciting in terms of large scale developments. There are a number of interventions and a change to a smaller scale co-production approach. There is an opportunity to move from being a society that allows problems to develop and which pays the resulting cost to being one that prevents problems from happening in the first place.

2. Background

2.1 The Single Integrated Plan (SIP) provides an opportunity to develop prevention and early intervention initiatives that address inequalities and the cycle of dependency on core services as previously agreed by the LSB.

2.2 Although it offers opportunities to innovate and develop new models of service delivery, it must also fulfil the statutory responsibilities in relation to Children and Young People, Health, Care and Welfare and Community Safety. The plan also addresses the purposes of previous Community Strategies.

2.3 The plan will not include projects that are the responsibility of core services, but will focus rather on developing stronger, more resilient and independent communities in order to reduce dependence as public finances are reduced.

2.4. The main aim of the plan is to add value and reduce pressure on core services by working in partnership.

2.5 In order to achieve this, '**developing strong communities in Gwynedd and Anglesey and ensuring sustainable services**' will be central themes.

Strong communities have a greater role in caring for their own needs in a time of limited resources and increasing demand. When communities work well people feel that they are welcomed, included and feel safe on the streets. Community capacity building can therefore help towards the goal of providing more for less and save money.

This is not a new concept. Strength and spirit have long been features of Welsh communities, but their potential could be used more effectively to tackle some of the issues we face today.

3. Why focus on community development?

- Community development could be central to social sustainability in a climate of reduced resources
- There is evidence that when people are involved in a community activity their physical and mental health improves
- Helping people to resolve their own community safety issues can reduce anti-social behaviour and the fear of crime
- Community development can lead to better opportunities for cultural and sports activities. Sometimes people need support to achieve this
- Community development can lead to the development of social enterprises and help people to access financial and other services
- Local transport options can be enhanced through community development initiatives such as car sharing

4. Approaches

The following approaches have been adopted to implement the priorities in the SIP:

4.1 Early intervention and Demand Management

It is clear that there are less resources available to provide public services and that the financial squeeze will be deeper and will last much longer than what was predicted to begin with.

It is therefore necessary to ensure that we reduce the pressure on the most intensive and expensive services by developing projects that recognize early signs of dependency and take action to reduce or eliminate needs where possible. By dealing with problems before they have a chance to develop we will be encouraging resilient individuals and communities by reducing dependence on public resources.

4.2 Co-production

Co-production includes citizens, communities, and the professionals who support them and who share their expertise to create more effective and sustainable results. It is based on a philosophy that values individuals who build on their own support systems and who consider their place within the wider community.

This approach requires a shift from service-led or top-down approaches to one of empowering citizens, by including service users and communities in joint commissioning, joint planning, joint provision and joint-evaluation of services. This is more than consulting people as service users in decision making. It means a real partnership between publicly funded services and those who use them.

5. Developing Strong Communities - the role of the Partnership Unit

The main principle of the SIP will be to provide effective and efficient services that reduce inequality and improve outcomes, while at the same time, enabling citizens and communities to provide activities and achieve results for themselves.

The Gwynedd and Anglesey Partnership Unit will facilitate this by:

5.1 Working with partners

- Sharing information with partners and influencing the strategic plans of partners in order to increase access, resilience and reduce inequalities, ensuring the collection and sharing of good practice
- Developing new and innovative approaches to community issues based on local needs
- Working to eliminate duplication of effort and waste across the public sector in both counties

- Implement projects where collaboration achieves more than one partner could by working alone

5.2 Working with residents

- Strengthening and developing community activities
- Encouraging the sharing of partners' resources, including community buildings and other assets, to enable citizens and communities to play a full part in delivering the benefits of a single integrated plan
- Acting as a strategic navigator for the community development agenda by connecting people with opportunities

5.3 Working with the voluntary sector

- Providing strategic support and empowering a prosperous voluntary sector to serve the people of Gwynedd and Anglesey to their full potential
- Developing and optimizing financial opportunities to strengthen the participation and contribution of individuals, communities and the voluntary sector
- Supporting the pooling of resources by partners to allow the third sector to deliver on specific priorities to strengthen vulnerable communities and areas

6. Existing Partnership Arrangements

The Corporate Scrutiny Committee has already received a report on the Gwynedd and Anglesey Partnership Rationalisation Project. The Gwynedd and Anglesey Partnership Unit was created as a result of this work and came into being on 1 April 2013. A Joint Local Services Board was also established for both counties.

The Unit is responsible for partnership work in both counties in the following areas:

- Community Safety
- Health, Care and Welfare
- Children and Young People
- Community Strategy

The Gwynedd and Anglesey Joint Planning Policy Unit also acts independently of the Partnership Unit structure being responsible for the joint Local Development Plan, a document outlining the land development strategy for both counties.

In addition, the following partnerships will continue to operate only in Gwynedd:

- Gwynedd Economic Partnership
- Gwynedd Environmental Partnership
- Gwynedd Housing Partnership

Several collaboration plans also exist between both counties at lower levels without formal partnership arrangements.

7. Timetable and Planning Stages

In accordance with the commissioning work undertaken separately, projects are already in place in both counties therefore we intend to continue with those programmes of work and to present other commissions following the priorities agreed by the LSB. It is possible to modify work programmes and projects should the LSB want to change the emphasis in terms of strategic direction

7.1 The period of the plan: It will last until 2017 with the Delivery Board monitoring it on behalf of the LSB and proposing climate-guided changes in terms of needs and the financial situation. There will be a clear priority on maintaining services and avoiding the creation of more complex needs.

7.2 Actions to date

| Date | Progress |
|------------------------|---|
| Now | Gwynedd and Anglesey have agreed and published individual Single Integrated Plans |
| June-September 2013 | Updating the Needs Assessment |
| September-October 2013 | Drafting a Gwynedd and Anglesey Single Integrated Plan based on existing individual schemes |
| October-December 2013 | Re-assess the priorities and ambitions of the Local Services Board |
| Now until April 2014 | Develop direction and ambition, commissioning specific projects in areas based on evidence surrounding interventions. Delivering on the current priorities and plans and undertaking some quickly-identifiable interventions |
| April 2014 | Publishing the Single Integrated Plan with a focus on the main priorities of |

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| | the new Local Services Board |
| April 2014 - 2017 | Delivering the Integrated Plan, refining it as necessary as the climate changes. Undertake cursory annual reviews |

7.3 Needs Assessment - The integrated plan is based on previous assessments in Gwynedd and Anglesey and these are being updated so that they are current as of September 2013. We do not propose to redo them but rather we will update them for the life of the plan and consider any priority changes that result from this.

This evidence base will lead the process of merging the existing plans to implement the future work of the LSB across both counties. Rather than operating as a fixed plan it is proposed that the LSB agrees to continue to refine and modify to meet the needs of a changing climate in order to protect services as the highest priority.

7.4 Setting and challenging priorities

The LSB will challenge and set the strategic context and will commission thematic groups to develop projects to deliver priorities. The Delivery Board will manage the process, take an overview of the implementation and monitor performance.

The Delivery Board will set criteria that strengthen communities, that reduce dependence on core services, and that help to ensure service resilience in a tight financial situation, that is deeper than was ever anticipated.

7.5 Measuring the Impact of the Plan

Initial plans are being developed under the plan's three main themes, namely Healthy Communities, Safe Communities and Prosperous Communities. Further details will be agreed during January 2014.

The Local Services Board will decide on the specific places where there is scope to work together to ensure the sustainability of public services, reducing the need for intensive services and addressing the need for savings. These are specific criteria for the plan as a whole.

The impact of the plan will be measured by population indicators and specific criteria in each individual field. The plan will clearly state what the expected outcomes are and offer specific improvement measures based on outcomes for people rather than outputs.

In order to meet the plan's wider principles the criteria will be placed on individual projects so as to realize the plan. There will be a strong emphasis on the value of interventions and on assessing the impact that could be made locally compared with existing activities at regional or national level.

7.6 Risks

In complex institutional, regional and partnership situations there are obvious risks in terms of duplicating effort and of blurred boundaries of responsibility. The Local Services Board needs to ensure that the priorities and projects are relevant to local needs. It must also ensure that the LSB is the appropriate vehicle to develop specific areas of work and consider whether it could achieve better outcomes at local level by implementing a regional or national program.

8. The effect of Gwynedd's previous LSB on Gwynedd residents

One of the main objectives of the Gwynedd Together partnership was to increase collaboration between partnerships within the county. It did so by promoting partnership working across a range of different areas, Health, Children and Young People, Community Safety, Housing, the Economy and the Environment by supporting the work of the partnerships in those areas.

However, highlighted below are two of the main specific activities under the auspices of the Local Service Board which have directly reduced duplication.

Gwynedd Carbon Reduction Project

This project has merged the county's public sector carbon footprint reduction activities by way of practical cooperation between the institutions. Instead of having each organization working in isolation, this project takes the lead on joint activities to reduce carbon emissions with a Suppliers Group formed from members of the individual organizations.

So far the project has taken the lead on activities to do with energy, waste and transport. A reduction of 15% in energy emissions from non-domestic properties was seen by the middle of 2012. This has led to financial savings as well as environmental improvements. In the case of Gwynedd Council itself, this has saved over £500,000 and has also contributed towards the Council's Outcomes Agreement which has secured £1.3m of additional grant funding to the Council, reducing the pressure for further savings on core services.

Partners in Care Project

This project reduces duplication by coordinating services and healthcare locally, with the aim of improving services, reducing the incidence of emergency hospital admission, especially for patients with chronic conditions. This work was initiated as a pilot in Gwynedd, and has already been expanded across North Wales by the Betsi Cadwaladr Health Board in conjunction with Social Services from the North Wales counties and the voluntary sector. Establishing integrated teams is central to this work e.g. in adult social services, a single point of access to services was established.

9. Communication and Engagement Plan

The Delivery Board decided that a full public consultation would not be useful as both councils have recently undertaken very similar processes as part of creating their corporate plans and Single Integrated Plans. A further consultation would be considered duplication and an unnecessary expense.

It was agreed to update the needs assessment of both counties to provide a single document that contains the latest information for both counties. In addition, the evidence gathered from residents of both counties in recent surveys plus the evidence of the residents' panels has been used.

The key messages from recent consultations undertaken by both councils were an important part of the preparatory work. Generally, in Gwynedd, access to local services, health, jobs and economic development are prominent themes from the consultation work undertaken. In Anglesey, the emphasis is on jobs and economic development with securing local services also considered an important issue.

Since the councils' consultations regarding priorities are current, focus was placed on ensuring the engagement of partners and officers in specific departments of the two councils in developing the Single Integrated Plan.

As part of this process, a meeting between the main leaders of the LSB was held to agree on the strategic direction of the Board

It was agreed that too much attention had been given thus far to marginal work with a lack of evidence as to the actual impact of interventions on the interests of local people.

It was agreed to try to develop a model that would aim to ensure sustainable services, reduce the need for intensive services and address the need for savings. The main focus would be on the needs of those people on the service threshold with efforts targeted at reducing dependency on intensive and expensive services.

To achieve this, it was agreed that better attention needs to be given to the analysis of data about local needs and ensuring better evidence on the success of interventions.

It was agreed that the Integrated Plan would address the new approach, clearly stating that resources and efforts would be targeted according to the intensity of need and the need to reduce dependency and promote independence.

The first draft of the plan therefore would provide an analysis of the needs assessment and would outline the overall direction for the future. Proposals for specific areas would be developed in due course and would be included in a detailed and interactive work program to support the principles contained in the plan.

A record of the engagement work undertaken can be found in Appendix 2.

Appendix 1: Gwynedd and Anglesey Integrated Plan - Project Plan

| Date | Action | Significance | Leader |
|-----------------------------|--|---|----------------------|
| 10 April 2013 | Agree priorities to be carried forward from the current Gwynedd and Anglesey plans | A foundation for merging both plans | Local Services Board |
| April– August 2013 | Consolidate and build on the Strategic Needs Assessments of both counties | Evidence base on which to develop a plan | Delivery Board |
| August 2013 | Participation activities with communities | Feeds into a needs assessment report | Partnerships Unit |
| September 2013 | Agree on a needs assessment and determine outcomes to address | Foundation on which to develop the plan | Delivery Board |
| September-October 2013 | To draft the Plan and work program | Setting a direction | Partnerships Unit |
| October 2013 | LSB to agree on the Plan | Foundation on which to develop work areas | Local Services Board |
| October 2013 - January 2014 | Resubmission of the plan following the LSB ambition challenge | Reprioritizing due to fiscal constraints and making better use of resources | Partnerships Unit |
| January 2014 | Resubmission of the | To enable | Local Services |

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| | plan | performance management | Board |
| January - March 2014 | Follow the official approval processes of both councils | Formal Process including Scrutiny | Gwynedd Council Anglesey County Council |
| January - March 2014 | Development proposals for achieving the priorities | To deliver objectives | Delivery Board |
| April 2014 | Board agreement of the plan | Seal of approval to continue | Local Services Board |
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Appendix 2: Engagement Summary of the Gwynedd and Anglesey Integrated Plan

| Date | Action | Significance | Leader |
|------------------|--|---|--|
| 29 January 2013 | Meeting of Gwynedd's Children and Young People's Partnership | Discuss current priorities | Iwan Trefor Jones |
| 7 February 2013 | Youth Justice Service Workshop | Discussing priorities and the merging of plans | Stephen Wood |
| 26 February 2013 | Mantell Gwynedd's Children and Young People Network | Discussion with the Third Sector | Carwyn Humphreys |
| 15 March 15 2013 | Strategic Workshop with the Health Board | Discussing the link between Health and Welfare | Geoff Lang |
| 21 March 2013 | Delivery Board | Discussion of prioritizing and avoiding duplication | Geraint George |
| 27 March 2013 | Gwynedd and Anglesey's Children and Young People's Thematic Group | Setting the foundations of the new arrangement and merging priorities | Iwan Trefor Jones and Dr. Gwynne Jones |
| 28 March 2013 | Gwynedd and Anglesey Community Safety Thematic Group | Setting the foundations of the new arrangement and merging priorities | DP Lewis Gwen Carrington |
| 10 April 2013 | Agree priorities to be carried forward from the current Gwynedd and Anglesey plans | A foundation for merging both plans | Local Services Board |
| 30 April 2013 | Gwynedd Council | Outlining the plan's | Heads of Service |

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| | Managers Group | timetable and initiate discussion on refining priorities | |
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| 7 May 2013 | Health Thematic Group | Developing priorities | Morwenna Edwards Gwen Carrington |
| 7 May 2013 | Children and Young People's Thematic Group | Developing priorities | Iwan Trefor Jones Dr. Gwynne Jones |
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| 13 May 2013 | Management Group | Update on development of the plan | Strategic Directors Heads of Service |
| 23 May 2013 | Planning Managers' Meeting | Links with the Council's Strategic Plan: monthly meetings agreed moving forward | Darren Griffiths |
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| May - July 2013 | Individual meetings with Heads of Service | To refine priorities | Heads of Service |
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| 6 June 2013 | Delivery Board Workshop | Challenging priorities | Delivery Board |
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| 16 July 2013 | Local Services Board | Challenging and agreeing priorities | Local Services Board |
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| 19 August 2013 | Meeting with The Gwynedd Way Program Manager | Ensuring the links between plans | Erica Roberts |
| | | | |
| 4 September 2013 | Management Team | Project progress update | Strategic Directors |
| | | | |
| 27 September 2013 | Delivery Board | Discuss delivery proposals | Delivery Board |
| | | | |
| 11 October 2013 | A presentation to Age Cymru | Engagement in relation to the latest draft | Gwynedd and Anglesey Age Cymru |
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| 22 October 2013 | Local Services Board | Discussion on correctly prioritizing | Local Services Board |

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| | | and changing direction in view of funding announcements | |
| 6 December 2013 | Chief Executives' meeting | Discussing the direction of the LSB and how to respond to the increasing challenges in terms of sustainable services | CEOs LSB Chairman |

Appendix 3. Short Equality Impact Screening Assessment

| Question | Response |
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| Is there reason to believe that some groups are over / under-represented as service users / recipients as a result of this project? | No, the SIP aims to address specific needs and the needs of vulnerable groups and this is the basis for providing services to the whole community. Measures will be needed to ensure that all groups are represented and engaged in the development of the plan and needs assessment |
| Is there reason to believe that different groups have different needs, experiences, issues or priorities in relation to this project? | Yes, the SIP covers all sections of the community and implements different approaches to meet the different needs |
| Have you consulted with individuals, groups and relevant organizations about their experiences, issues or priorities in relation to this project? | Yes, this has been done at the single county level and it will be compiled as part of the engagement exercise of the plan |
| Is there public concern that the function or policy as outlined in the project is being implemented in a discriminatory way? | No, if the plan is developed based on a sound needs assessment |
| Is there reason to believe that this project will better promote equality across the two counties? | Yes, the needs assessment allows for a tailored plan that will provide services in a way that is more accessible to the service user |

**Appendix 4: Draft Single Integrated Plan for Gwynedd
and Anglesey**

Please see separate document