

NAME OF SCRUTINY COMMITTEE	Corporate Scrutiny Committee
DATE OF MEETING	18 September, 2014
TITLE	Gwynedd & Ynys Môn Local Services Board Transformation Journey
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CABINET MEMBER	Councillor Dyfed Wyn Edwards
WHAT NEEDS TO BE SCRUTINISED AND WHY?	<ol style="list-style-type: none"> 1. Initial steps in LSB transformation journey; 2. Proposed next steps to further develop elected member scrutiny arrangements underpinning the work of the LSB.
IS THERE ANYTHING FURTHER THE SCRUTINY COMMITTEE NEEDS TO DO?	Joint proposals with Ynys Môn on scrutiny arrangements for consideration by the elected member scrutiny committees of both local authorities in Autumn/Winter, 2014
WHAT ARE THE NEXT STEPS	Discussions with colleagues on the Isle of Anglesey

1. BACKGROUND/CONTEXT

- 1.1 Public sector organisations have come together to form Local Services Boards (LSB) across the Principality in an attempt to co-ordinate and deliver better outcomes jointly. Members will be aware that it was decided to establish a joint Local Services Board for Gwynedd and Ynys Môn which was established in April, 2013;
- 1.2 The LSB is a high level strategic board which is reflected in its membership comprising Chief Executives and Leaders of the principal public service organisations. It is responsible for:
- Agreeing outcomes for local people and local strategic priorities for multi-agency working to support the broader agenda set out in the National Programme for Government and responding to local needs identified through a local needs assessment, as the basis for an integrated plan;
 - Ensuring appropriate governance and performance management arrangements are in place to achieve improvements, that managers and front line staff across agencies are working together effectively and that agreed priorities are reflected in individual organisations' corporate plans;
 - Ensuring partnership and delivery structures are fit for purpose and accountable;
 - Challenging where there is underperformance or coasting and implementing changes that reflect evidenced best practice to improve outcomes for the local population;
 - Reviewing and reporting annually on progress to the public, Welsh Government, democratically elected members and LSB member organisations.

The Local Services Board is the statutory partnership for all the areas within its area of work. There is one exception which is that of Community Safety which remains with the Gwynedd and Ynys Môn Community Safety Partnership.

- 1.3 Although LSBs have been in place for some years, there is a national view that partnership working is frequently under-developed in the public sector. Partners often meet regularly to share information but few partnerships have a clear focus on jointly delivering better outcomes. Welsh Government published guidance on integrating partnerships and plans¹ in 2012 which cited that:

“... to make a difference partnership must mean working together not just talking together. Its focus must be on a shared agenda of better outcomes, placing the emphasis on priorities, pace and performance....”

The Guidance also identified local authorities as having a clear leadership role in supporting LSBs.

- 1.4 The Auditor General² has started a programme of Corporate Assessments which include a theme examining the effectiveness of partnerships and collaboration. A timetable for the Gwynedd Corporate Assessment has not yet been published. The fieldwork in respect of the Ynys Môn Corporate Assessment is scheduled for February, 2015.
- 1.5 The Wales Audit Office have very recently announced their intention to undertake an audit of the Gwynedd and Ynys Môn LSB/strategic partnerships. The timetable for the fieldwork has not yet been confirmed.

2. THE GWYNEDD & YNYS MÔN LOCAL SERVICES BOARD TRANSFORMATION JOURNEY

- 2.1 As referred to above, a new joint Local Services Board for Gwynedd and Ynys Môn was established in April, 2013 by merging the two former single area LSBs. This merger also included a rationalisation of strategic partnership arrangements across 2 separate local authority areas into one joint, integrated Partnerships Unit hosted and managed by Gwynedd Council as a shared service on the part of both Ynys Môn and Gwynedd Councils. The integrated Unit became operational in December, 2012;
- 2.2 The joint LSB concentrated its efforts during its first year of existence (2013/14) on the following areas:
- Leading the partnerships rationalisation across both local authority areas in order to create a single integrated team;
 - Beginning to identify its vision and direction as a collective;
 - Preparing a draft Single Integrated Plan;
- 2.3 **Emerging current focus** – a period of “pause and review” currently prevails as regards the future direction of the Local Services Board and the associated Partnerships Unit. The following components feature in our evaluation/ appraisal:

¹ Shared Purpose, Shared Delivery: Guidance on Integrating Partnerships and Plans – Welsh Government (June, 2012)

² Auditor General – The Office of Auditor General for Wales was created in 2005 and is the statutory external auditor for most of the Welsh public sector. The role includes examining how public bodies manage and spend public money including how they achieve value in the delivery of public services. The Auditor General also reports annually on how well individual local authorities are planning for improvement.

- 2.3.1 The Gwynedd and Ynys Môn Local Services Board (at its meeting convened on 12/03/14) made a number of significant decisions relating to its future vision and strategic direction. These decisions are detailed in **Appendix 1** to this report;
- 2.3.2 A broad brush stock take has been completed of our current Local Authority partnership arrangements (focus upon the strategic partnerships unit in the main) the outcomes of which have informed an improvement journey to run in tandem with the transformation of the LSB. The underlying driver is around seeking robust structures and priorities for the strategic unit in support of the LSB's role in leading strategic change;
- 2.3.3 An appraisal is now being undertaken in order to:
 - Evaluate our current strategic partnership arrangements/working and associated underpinning governance and structures;
 - Identify characteristics of current successful partnerships.
- 2.3.4 A recent review of partnerships across North Wales commissioned by the Health Board and Chief Executives will also influence and further inform our ambition and vision in North West Wales;
- 2.3.5 Implications of the Commission on Public Service Governance and Delivery (2014) and forthcoming Future Generations Bill are significant for Local Services Boards, partnerships and collaboration. These will consequently inform and influence our transformation journey and priorities over the next period.

3. AN INITIAL 3 STEP TRANSFORMATION JOURNEY

The LSB has adopted an initial 3 step approach to its transformation journey:

- 3.1 **STEP 1 [June, 2014]** – Externally facilitated session for LSB members and senior leadership of public services to:
 - identify the future ambition and strategic direction of the LSB;
 - agree key priority areas over the next year or two;
 - clarify individual roles and responsibilities of LSB members.
- 3.2 **STEP 2 [Autumn, 2014]** – thematic sessions externally facilitated to articulate key priorities/risks under the auspices of the Board for the next 1/2 years:
 - Children & Young People;
 - Health, Social Care & Wellbeing – older people;
 - Poverty/deprivation/vulnerable communities.
- 3.3 **STEP 3 [September, 2014]** – Full LSB meeting to:
 - Endorse new ambition, vision and strategic direction;
 - Confirm key priority areas;
 - Agree revised structures and governance arrangements.

We are currently planning Step 2 – thematic sessions to articulate key priorities and are finalising the preparation in readiness for a LSB meeting on 26 September, 2014.

4. TOWARDS ROBUST AND EFFECTIVE SCRUTINY ARRANGEMENTS

- 4.1 One area of our work to be prioritised over the coming period will be the further development of elected member scrutiny arrangements underpinning the work of the Gwynedd and Ynys Môn Local Services Board. It is timely, in terms of the transformation journey of the LSB, that we now give some consideration to how we might further develop robust scrutiny arrangements, providing an appropriate level of challenge to the Board – jointly across both

Counties to reflect the mandate of the LSB. Part 2 of the 2009 Local Government Measure sets out the requirement upon us:
“...local authorities should have in place effective scrutiny processes to ensure local democratic accountability for partnership actions...”

- 4.2 The next step will be to hold discussions with colleagues on the Isle of Anglesey with a view to:
- Reaffirming agreement/sign off of both Local Authorities to joint Elected Member scrutiny arrangements underpinning the LSB;
 - Negotiating a programme of themes to be scrutinised through the joint arrangements/process on the work of the LSB/Single Integrated Plan/Strategic Partnerships.

The joint proposals will be submitted for consideration by the elected member scrutiny committees of both Local Authorities in Autumn/Winter, 2014.

5. **RECOMMENDATIONS**

The Corporate Scrutiny Committee is requested to:

- R1** Note the contents of the report – in particular the transformation of the joint Gwynedd and Ynys Môn Local Services Board;
- R2** Form a view around the proposed next steps to further develop elected member scrutiny arrangements underpinning the work of the LSB.

**DECISIONS OF THE GWYNEDD & YNYS MÔN LOCAL SERVICES
BOARD [12/03/14]**

1. A new ambition be developed over the coming months which gives greater credence than previously to bridging the funding gap in public services – by ensuring more co-ordination of and focus upon demand management (improving public service systems to reduce failure demand) and introducing a programme of interventions that have a positive impact on behaviours which drive demand (co-design and production);
2. A strategic direction that strives to strike an appropriate balance between:
 - Effective demand management/spend in the short term;
 - Effective multi-agency interventions having a medium/long term impact on service demands/spend/determinants;
 - Developments driven by national ring-fenced grant monies (community safety/children & young people in particular); AND
 - Appropriate and proportionate response in Gwynedd and Ynys Môn to the requirements of Welsh Government guidance on integrating partnerships and plans³ (*Shared Purpose – Shared Delivery*).
3. A small number of key work-streams to be prioritised over the coming year or two which will enable the Local Services Board to make evidenced progress in pursuance of its emerging ambition;
4. Convene an externally facilitated session to articulate the Board's ambition, vision and strategic direction together with its priority development areas.

³ Shared Purpose, Shared Delivery: Guidance on Integrating Partnerships and Plans – Welsh Government (June, 2012)

