

ISLE OF ANGLESEY COUNTY COUNCIL

Scrutiny Report Template

Committee:	Partnership and Regeneration Scrutiny Committee
Date:	24 th October, 2019
Subject:	Scrutiny of Partnerships
Purpose of Report:	<ol style="list-style-type: none"> 1. Submit an overview of work undertaken by the Committee between June, 2018 and May, 2019 2. Consider the Committee's forward work programme for the remainder of 2019/20
Scrutiny Chair:	Cllr Gwilym Owen Jones
Portfolio Holder(s):	Cllr Dafydd Rhys Thomas, Portfolio Member for Corporate Services
Head of Service:	Annwen Morgan, Chief Executive
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Local Members:	Not applicable

1 - Recommendation/s

The Partnership and Regeneration Scrutiny Committee is requested to note and support:

R1 Scrutiny of key partnerships undertaken during 2018/19 (**Appendix 1**)

R2 The partnerships it is intended to prioritise in the Committee's work programme over the next 18 months (paragraph 5.10 of the report)

R3 Proposed next steps as detailed in paragraph 5.11 of the report.

2 – Link to Council Plan / Other Corporate Priorities

This work stream will make a significant contribution to one of the key themes running through the Council Plan 2017/2022 namely – “The key theme running through the plan is our ambition to work with the people of Anglesey, our communities and partners to ensure high quality services that will improve the quality of life for everyone on the Island.”

3 – Guiding Principles for Scrutiny Members

To assist Members when scrutinising the topic:-

3.1 Impact the matter has on individuals and communities [**focus on customer/citizen**]

3.2 A look at the efficiency & effectiveness of any proposed change – both financially and in terms of quality [**focus on value**]

3.3 A look at any risks [**focus on risk**]

3.4 Scrutiny taking a performance monitoring or quality assurance role [**focus on performance & quality**]

3.5 Looking at plans and proposals from a perspective of:

- Long term
- Prevention
- Integration
- Collaboration

- Involvement
[focus on wellbeing]

4 - Key Scrutiny Questions

1. Do the partnerships identified for inclusion in the forward work programme (paragraph 5.10) represent a fair balance of the Council's key partnerships?
2. Is the Committee satisfied that the report provides a robust foundation for the forward work programme during 2019/20 and beyond?
3. Does the Committee have any views on the prioritisation of partnerships to be scrutinised?
4. How does this emerging approach to cross-cutting scrutiny of partnerships comply with the Wellbeing of Future Generations agenda?

5 – Background / Context

BACKGROUND

5.1 Cross cutting Scrutiny: partnership working is an example of a cross cutting issue. It is anticipated that the Local Government Bill (expected to be published in the Autumn) will place further emphasis on collaboration and partnerships and this way of working is therefore likely to further increase both locally and regionally. The Bill is also expected to provide national guidance on joint scrutiny¹. Our local scrutiny structure has evolved over recent years to include a designated partnerships scrutiny committee providing the platform for scrutiny of cross cutting, thematic issues. This approach is considered good practice.

5.2 Working in partnership has become an important part of the Authority's working practices, providing additional resilience to the Authority's service delivery capacity. Whilst partnership working can bring significant benefits, such as responding to complex challenges, providing flexibility and additional resources to service delivery, it is not always without its challenges and can carry significant risks not least to sustainability and cost effectiveness. A number of reports over recent years² have drawn attention to the need for improvement and strengthened scrutiny of partnership arrangements in public services.

5.3 Wellbeing of Future Generations (Wales) Act 2015: the need to further strengthen scrutiny of partnerships is reinforced in the Wellbeing of Future Generations (Wales) Act 2015. The Act puts long-term sustainability at the forefront of how public services are designed and delivered, and places emphasis on public bodies working in partnership to ensure better outcomes now and in the future. Our local arrangements should also develop in a way that shows commitment to the Sustainable Development Principle of the Wellbeing Act. This means:

¹ Joint scrutiny (sometimes called collaborative scrutiny) refers to any formal or informal arrangement that brings together scrutineers from different organisations to achieve something that could not be achieved any other way. Joint scrutiny can be a formal committee, a co-ordinating group, an informal task & finish group or any variation of these. It can bring together scrutiny councillors from two or more councils with non-executive scrutineers from other public bodies. Joint scrutiny can be a combination of these arrangements

² Commission on Public Service Governance and Delivery (Welsh Government January, 2014), Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards (August, 2017) and Strengthening Local Government: Delivering for People (March, 2018)

“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...”

Robust monitoring and scrutiny arrangements of our partnership working should therefore add value to our partnership working locally.

CONTEXT

5.4 The Isle of Anglesey County Council has extensive experience of working in partnership, be it on a local, regional or national level³. With increasing pressure on public finances, the Council has clear guidelines in place for determining when to establish partnerships, which service(s) and the outcomes expected of them and for the sound management of the relationship in order to:

- Enable us to deliver on our Council Plan and strategic priorities. Also, to improve the experience and outcomes for individuals who use our services
- Evidence value for money or cost efficiency in our future investments and ensure clear and measurable outcomes
- Respond to partnership risks and ensure that areas for development are addressed
- Have clarity around accountability and monitoring arrangements
- Identify any scope to rationalize partnerships and ensure a clear procedure for bringing any arrangements to an end.

This area of work focuses on partnerships where the Council chooses to work with other organisations in the private, public or voluntary sector. It does not include the links made through the procurement process⁴.

5.5 On 14th March 2016, the Executive approved a Corporate Partnerships Policy document as a foundation for our partnership working and also as a framework to guide partnership monitoring arrangements. In the policy a partnership is defined as:

“A joint working arrangement where the partners are otherwise independent bodies, agree to co-operate to achieve a common goal of community cohesion and to achieve it, create an organisational structure or process and agreed programme.”

SCRUTINY OF PARTNERSHIPS

5.6 A key objective of partnership scrutiny should focus on providing constructive challenge and an opportunity for learning and self-reflection rather than purely holding to account⁵.

5.7 Characteristics of effective partnership scrutiny: national research⁶ has identified that partnership scrutiny arrangements are effective when the following characteristics are in place:

- Scrutiny is a “critical friend” for promoting joint working

³ Annual Improvement Report 2014/15 (Incorporating the Corporate Assessment Report 2015), Wales Audit Office December, 2015

⁴ Circumstances in which the Council would provide an opportunity to a range of organisations or individuals to provide their services for a specific purpose through a competitive process with the Council selecting one provider and confirming the arrangements by agreement

⁵ Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards (Welsh Government August, 2017)

⁶ Commission on Public Service Governance and Delivery (Welsh Government January 2014)

- Performance monitoring by Members is done as part of their community leadership role (from the citizen's perspective)
- A means to assess the complexities of partnership working
- Focus on improving partnership arrangements and ensuring the right outcomes for citizens
- Holding Members who sit on key partnerships to account.

POSITION STATEMENT

5.8 Corporate Partnerships Register: the Council maintains a Register of all key partnerships which is reviewed on a regular basis⁷.

5.9 The remit of this Committee extends to local and regional partnership arrangements. Details of partnerships scrutinised by this Committee during 2018/19 are summarised in **Appendix 1**.

5.10 2019/20 Forward Work Programme: the task of scrutinising partnerships needs to continue to be done in a managed way, focusing on the key strategic partnerships which enable the Council to deliver on its objectives and priorities. In order to add value, our arrangements for scrutiny of partnerships need to continue to be timely and proportionate. It is therefore proposed that the forward work programme of this Committee prioritises an appropriate balance of statutory partnerships, key partners the Council works with and other bodies (service delivery), to include the following:

Name of Partnership	Member / Lead Officer	Scrutiny Focus	Timescale	Cross cutting Thematic issue
Statutory Partnerships				
Public Services Board (PSB)	Cllr Llinos Medi Huws	Governance arrangements & delivery structure	Scrutiny of PSB governance & delivery structure – 12 November, 2019	National expectation set out in Welsh Government guidance ⁸
	Chief Executive	Wellbeing Plan – scrutinise delivery to date	Scrutiny of progress on delivery of the Wellbeing Plan – 10 March, 2020	
		PSB Annual Report – Scrutinise previous year's Achievements / challenge future priorities	Scrutiny of PSB Annual Report – June, 2020	
Community Safety Partnership (CSP)	Cllr Alun Mummery Deputy Chief Executive	Scrutinise partnership work through the CPS Annual report (rather than the work of individual bodies) by:	12 November, 2019	Community Safety Ensure the Partnership delivers its

⁷ Arrangements are in place to review the Corporate Partnerships Register on a 6 monthly basis. The Register is currently being reviewed to ensure continued alignment with corporate priorities

⁸ Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards (August, 2017)

		<ul style="list-style-type: none"> • Scrutinising achievements of previous year • Challenge future priorities 		obligations under S19&20, Criminal Justice and Police Act 2006
North Wales Safeguarding Board	Cllr Llinos Medi Huws Statutory Director of Social Services	Scrutinise governance arrangements, delivery and performance of regional arrangements	4 February, 2020 (TBC)	Wellbeing Social Services & Wellbeing (Wales) Act 2014
North Wales Partnership Board (Health & Social Services) (Part 9)	Cllr Llinos Medi Huws Statutory Director of Social Services	Annual report of the Regional Partnership Board: <ul style="list-style-type: none"> • Scrutinise achievements of previous year • Challenge priorities for the year to come 	11 July, 2019	Wellbeing Part 9, Social Services and Wellbeing (Wales) Act 2014
Key Partners the Council works with				
Locality partnership working – Betsi Cadwaladr University	Statutory Director of Social Services	Scrutinise local partnership working with Health Board	10 March, 2020	Wellbeing Statutory member of the PSB (Wellbeing of Future Generations Act 2015)
North Wales Fire & Rescue Service	Cllr Eric Wyn Jones, Richard Griffiths, Dylan Rees Deputy Chief Executive	Scrutinise local partnership working with the Fire & Rescue Service	4 February, 2020	Community Safety Statutory member of the PSB (Wellbeing of Future Generations Act 2015)
Natural Resources Wales	Head of Highways, Waste and Property	Scrutinise local partnership working with Natural Resources Wales	TBC	Statutory member of the PSB (Wellbeing of Future Generations Act 2015)
North Wales Police & Crime Commissioner / North Wales Police	Cllr Dylan Rees Deputy Chief Executive	Scrutinise local partnership working with North Wales Police	4 February, 2020	Community Safety Police & Crime Commissioner monitors how the Police and others implement the Police and Crime Plan 2017/2021

				Member of the PSB (Wellbeing of Future Generations Act 2015)
Medrwn Môn	Cllr Llinos Medi Huws Deputy Chief Executive	Annual report of the organisation to: <ul style="list-style-type: none"> Governance arrangement including risk management arrangements Scrutinise achievements of previous year Challenge priorities for the year to come 	TBC	Community Resilience
Menter Môn	Cllr Ieuan Williams Deputy Chief Executive	Annual report of the organisation to: <ul style="list-style-type: none"> Governance arrangement including risk management arrangements Scrutinise achievements of previous year Challenge priorities for the year to come 	TBC	Community Resilience
Welsh Ambulance Services NHS Trust	Deputy Chief Executive	Scrutinise local partnership working with the Welsh Ambulance Services Trust	TBC	Community Safety Member of the PSB (Wellbeing of Future Generations Act 2015)
Other Bodies (service delivery)				
Additional Learning Needs & Inclusion Partnership	Cllr R Meirion Jones Director of Education, Skills & Young People	Progress report to scrutinise: <ul style="list-style-type: none"> Delivery and performance Priorities for next period 	13 June & 12 November, 2019	Education & Skills Service delivery partnership with Gwynedd Council
GwE School Improvement Service	Cllr R Meirion Jones Director of Education, Skills & Young People	Scrutinise the Consortium's Annual Report in order to: <ul style="list-style-type: none"> Support GwE to develop business plans & ensure plans take account of the needs of local schools Improve scrutiny of performance management arrangements 	12 December, 2019	Education & Skills National expectation that local authorities scrutinise regional education consortia

		Ensure a range of strategies in place to support schools to improve		
North Wales Economic Ambition Board	Cllr Llinos Medi Huws	Ensure that the Board is undertaking its role:	TBC	Regeneration
North Wales Growth Deal	Director of Place & Community Wellbeing	As the Learning and Skills Partnership for North Wales. It is anticipated that the Board will have a representative on the Joint Committee implementing the North Wales Growth Bid; Of creating employment opportunities and improving transport links and digital connectivity in North Wales and the Isle of Anglesey		National expectation that authorities scrutinise regional partnerships Councils have formed the North Wales Growth Board to finalise the Growth Bid and manage its delivery once agreed with the UK and Welsh Governments. The new body is a Local Authority Joint Committee with representatives of key partners
North Wales Regional Emergency Planning	Head of Democratic Services	Resilience of the regional service to assist the Council in dealing with emergencies as a result of severe weather, transport or industrial accident, water pollution or terrorism	Quarter 3 (TBC)	Community Safety
Cynnal	Cllr R Meirion Jones, Dafydd Roberts, Margaret M Roberts Director of Education, Skills & Young People	Scrutinise performance and value for money	TBC	Education & Skills

5.11 Role of Members on external partnerships: in acknowledging the important role of Elected Members on external partnerships, it should be noted that the Scrutiny Committee will require assurance from Councillor representatives on the following key aspects of partnership working:

- Delivery of work programmes / desired outcomes
- Governance arrangements
- Budget management
- Management of risks

Local arrangements will therefore need to be in place to support this role by Members, ensuring timely access to information by the Scrutiny Committee.

5.12 The Council has worked hard over the past year to further develop our local approach to scrutiny of partnerships:

- The Scrutiny Committee forward work programme has matured with the committee looking in detail at 10 partnerships during 2018/19 (**Appendix 1** provides a summary)
- High level action plan (paragraph 5.10 above) to enable the Partnership and Regeneration Committee to prioritise its forward work programme for 2019/20 and beyond
- A checklist of key questions has been developed for Members when scrutinising partnership working (**Appendix 2**)
- Periodic updates for Elected Members on partnerships through monthly Member Briefing Sessions.

Next Steps:

It is proposed that our local approach to scrutiny of partnerships be further developed:

- i. Further develop our high level action plan to enable the Partnership and Regeneration Scrutiny Committee to prioritise its 2020/21 forward work programme and beyond
- ii. Member development session on effective partnership scrutiny
- iii. Periodic updates for Elected Members on key partnerships through monthly Member Briefing Sessions
- iv. Develop local arrangements to hold Members who sit on key partnerships to account.

6 – Equality Impact Assessment [including impacts on the Welsh Language]

N/A

7 – Financial Implications

N/a

8 – Appendices:

1. Partnerships monitored by the Partnership and Regeneration Scrutiny Committee during 2018/19
2. Checklist of key questions when reviewing partnerships

9 - Background papers (please contact the author of the Report for any further information):

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Scrutiny of Partnerships: 2018/19

Partnership	Date	Scrutiny Focus
Communities First Annual Report – annual report	19 th June, 2018	Performance during 2017/18 and outline priorities for 2018/19
Medrwn Môn	9 th July, 2019	2016/17 annual report
North Wales Regional Partnership Board (Part 9: Social Services and Wellbeing Act 2014)	24 th September, 2018	2017/18 annual report
	5 th February, 2019	Follow up issues raised by the Committee at its meeting of 24/09/18
Gwynedd & Ynys Môn Community Safety Partnership	24 th September, 2018	2017/18 annual report and priorities for 2018/19
North Wales Fire & Rescue Service	15 th October, 2018	Local partnership working on the Isle of Anglesey
Regional Emergency Planning Service		Regional delivery structure and performance on Isle of Anglesey
Gwynedd & Môn Additional Learning Needs & Inclusion Partnership	13 th November, 2018	6 monthly scrutiny of service delivery partnership and performance on Anglesey ¹
Gwynedd & Ynys Môn Public Services Board	13 th November, 2018	LSB governance arrangements & delivery structure ²
	12 th March, 2019	Progress on delivery of the Wellbeing Plan ³
GwE School Improvement Service	12 th December, 2018	Service delivery and performance on the Isle of Anglesey ⁴
Betsi Cadwaladr University Health Board	12 th March, 2019	Locality partnership working

¹ Partnership governance arrangements stipulate 6 monthly scrutiny by both Local Authority scrutiny committees

² Expectation set out in Welsh Government guidance “Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards” (August, 2017)

³ Expectation set out in Welsh Government guidance “Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards” (August, 2017)

⁴ National expectation that local authorities scrutinise the regional education consortium

Partnership Review Questions

As a basis for good practice, the Authority has developed a set of key questions to be asked when reviewing partnership activity:

- ✚ What is the name of the Partnership?
- ✚ Why is the Partnership required? What is its purpose?
- ✚ Who are the main stakeholders involved?
- ✚ What is the operating level – community, county, regional, national?
- ✚ How does the Partnership ensure added value to what the Council is doing? Is that value demonstrated to the public?
- ✚ What inputs does the Council make in Member and / or officer time, funding, use of assets etc? (quantify the financial / budgetary commitment of the Council to the Partnership)
- ✚ What are the governance arrangements? For example, are there clear terms of reference; Is the Partnership reviewed regularly; Who is responsible for administration tasks for the Partnership?
- ✚ What authority / powers does the Partnership have?
- ✚ How are decisions taken and recorded?
- ✚ Where does accountability and responsibility for decisions and actions rest? How are they scrutinised (internally and externally)?
- ✚ How is the performance of the Partnership managed and assessed / evaluated?
- ✚ How are finances managed?
- ✚ What are the risks and liabilities created by Partnerships for the Council and how are these mitigated and managed?
- ✚ What termination arrangements are in place if the Partnership comes to an end or if the Council decides to pull out?
- ✚ What are the main achievements of the Partnership?

FOR PARTNERSHIPS DIRECTLY SERVING THE PUBLIC

- ✚ What arrangements are in place to ensure effective public communications?
- ✚ Where things do go wrong or suggestions / complaints are raised by the public, how will these be addressed?