

ISLE OF ANGLESEY COUNTY COUNCIL

REPORT TO :	PARTNERSHIP AND REGENERATION SCRUTINY COMMITTEE
DATE:	25 JULY 2013
TITLE OF REPORT:	PARTNERSHIP UNIT UPDATE
REPORT AUTHOR:	TRYSTAN PRITCHARD, SENIOR PARTNERSHIPS MANAGER
REQUESTED ACTION:	THE COMMITTEE IS PRESENTED WITH AN INTRODUCTION TO THE ROLE AND REMIT OF THE ANGLESEY AND GWYNEDD PARTNERSHIP UNIT AND TO NOTE THE PROGRESS TO DATE ON IDENTIFYING PRIORITIES

1.0 PURPOSE OF THE REPORT

1.1 To submit to the Partnership and Regeneration Scrutiny Committee an introduction to the work of the newly established Anglesey and Gwynedd Partnership Unit. The Committee is requested to note the progress to date on establishing the unit and the process to agree priority work areas under the guidance of the Local Service Board.

Author: Trystan Pritchard
Job Title: Senior Partnerships Manager

Date: 15 July 2013

APPENDIX 1- Presentation – Introduction to the Partnerships Unit
APPENDIX 2- Anglesey and Gwynedd Collaboration Agreement
APPENDIX 3 – Single Integrated Plan Vision

Rhesymoli Partneriaethau Statudol a
Datblygu Cynlluniau Integredig

Rationalisation of Statutory Partnerships
and Developing Integrated Plans

Beth sy'n digwydd?

What's Happening?

- Uno strategaethau Plant a Phobl Ifanc, Iechyd a Lles, Diogelwch Cymunedol a Strategaeth Gymunedol a gweithio tuag at un Cynllun Integredig i Wynedd a Môn

Unite the Children and Young People, Health and Social Care, Community Safety and Community strategies and work towards a single integrated plan for Gwynedd and Anglesey

- Y broses yn cael ei chynllunio, ei gyrru, ei monitro drwy sefydlu Bwrdd Gwasanaethau Lleol ar y cyd Gwynedd a Môn

Process planned, driven and monitored by the establishment of a Joint Local Service Board for Gwynedd and Anglesey

- Y Bwrdd Gwasanaethau Lleol ar Cyd felly fydd y bartneriaeth statudol ar gyfer yr holl feysydd o fewn ei faes llafur

The Joint LSB will be the statutory partnership for all areas within its remit

Trefn Weithio

Working Practices

- BGLL i osod blaenoriaethau o fewn Cynllun Integredig gan gynnwys plant a phobl ifanc
LSB to set priorities within an integrated plan, including children and young people
- Strwythur oddi tano i ganolbwyntio ar ganlyniadau – cyflawni a gwireddu
Structure beneath the LSB to concentrate on results, delivery and realisation

Amcanion

Aims

- Ychwanegu gwerth *Add value*
- Osgoi dyblygu *Avoid duplication*
- Cynllunio strategol sy'n ymateb i anghenion
- *Strategic planning that responds to need*
- Rhannu gwybodaeth a sgiliau i sicrhau gwasanaethau gwell i drigolion
- *Share information and skills to improve services*
- Arwain ar faterion sydd yn galw am ymyrraeth strategol ar y cyd
- *Lead on matters which require joint strategic intervention*

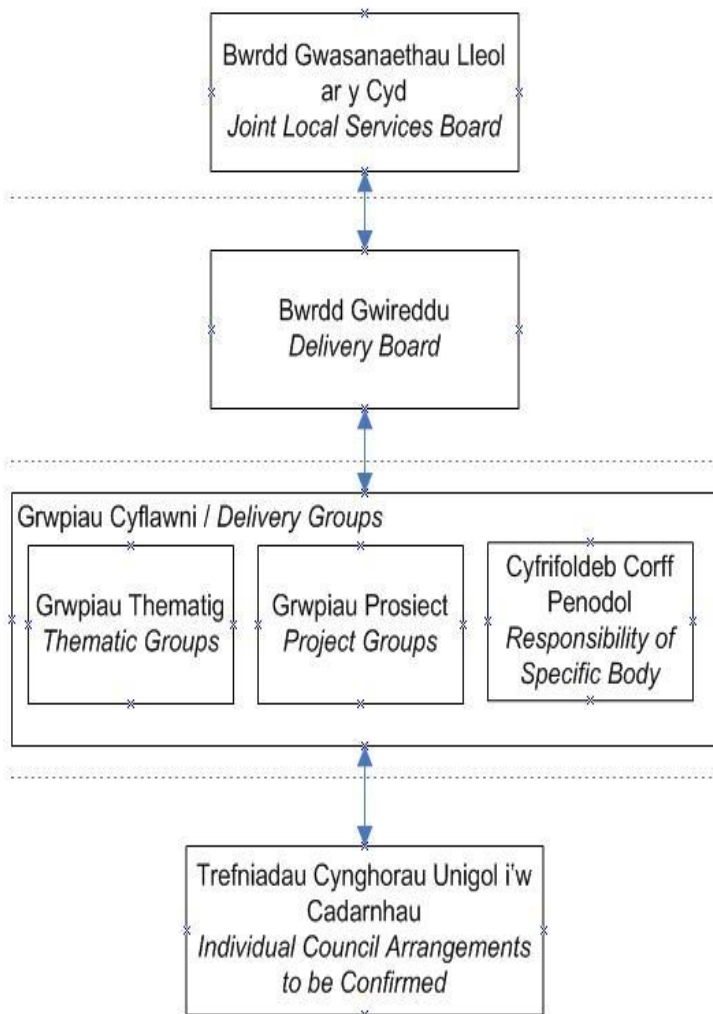
Strwythur

Structure

- Bwrdd Gwasanaethau Lleol ar y cyd
Joint Local Service Board
- Bwrdd Gwireddu
Delivery Board
- Grwpiau Tasg / Prosiect penodol
Specific Task / Project groups

Strwythur

Structure



Cyfeiriad Strategol / Strategic Direction

- Cytuno Asesiad Anghenion / Agreeing Needs Assessment
- Gosod Canlyniadau / Setting Results
- Adnabod Blaenoriaethau Cyffredin a Lleol / Identify Common and Local Area Priorities

Gweithrediad Effeithiol / Effective Implementation

- Cyflawni Asesiad Anghenion / Undertaking the Needs Assessment
- Argymhell Blaenoriaethau / Recommend Priorities
- Rheolaeth y Model / Managing the Model
- Penderfyniadau Gwireddu Angenrheidiol / Necessary Implementation Decisions
- Rhai Cyfrifoldebau Grant / Some Grant Responsibilities
- Datrys Problemau / Problem Solving

Cyflawni Canlyniadau / Achieving Results

- Rhaglen Waith / Work Programme
 - ▶ Datblygu / Develop
 - ▶ Gweithredu / Implement
 - ▶ Adrodd yn ôl / Report Back
 - ▶ Ymgysylltiad / Engagement
- Rheoli Perfformiad / Performance Management

Atebolrwydd / Accountability

- Craffu / Scrutiny
- Rheoleiddio / Regulation
- Cymunedau, Sirol a Lleol / Communities, County and Local

Grwpiau Tasg / Prosiect Groups

Project / Task

- Cymryd lle cyfarfodydd partneriaethau blaenorol
- *Replace current partnership arrangements*
- Mwy o ffocws ar gyflawni a chanlyniadau yn hytrach na dilyn cylchred o gyfarfodydd
- *Sharper focus on delivery rather than meeting cycles*
- Y BGLL yn comisiynu canlyniadau eglur yn y meysydd penodol i'w gwireddu gan y grwpiau yma
- *LSB to commission clear deliverables in specific areas*
- Grwpiau Thematig ble mae angen aelodaeth sefydlog ond ffocws ar ganlyniadau drwy feddylfryd prosiect
- *Thematic groups where stable membership is needed but a focus on results through a project mindset*

Blaenoriaethau / Priorities

Plant a Phobl Ifanc: Rhiantu, Cyfleoedd gwaith ol 16, Cludiant

Children and Young People: Parenting, Post 16 work opportunities, transport

Iechyd a Lles: Cryfhau cymunedau, Ysmygu, Gordewdra

Health and Wellbeing: Strengthening communities, Smoking, Obesity

Diogelwch Cymunedol: Trais yn y cartref, Camddefnyddio sylweddau,
Trosedd yn ymwneud ag alcohol

Community Safety: Domestic Violence, Substance Misuse, Crime relating to alcohol

Blaenoriaethau Ehangach / Wider Priorities

Yr iaith Gymraeg, Tlodi, Cludiant

Welsh Language, Poverty, Transport

Camau Nesaf / Next Steps

- Cwblhau Cynllun Integredig ar y cyd erbyn Hydref 2013
Complete joint Single Integrated Plan by October 2013
- Parhau a blaenoriaethau presennol
Continue to deliver current priorities
- Sefydlu trefn rheoli perfformiad a chytuno ar raglen waith
Establish performance management arrangements and agree work programme

Gwynbodaeth Bellach Further Information

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Gwynedd and Anglesey Joint Local Service Board

Collaboration Agreement

Report of	Trystan Pritchard, Senior Partnerships Manager, Gwynedd and Anglesey
Author	Trystan Pritchard, Senior Partnerships Manager, Gwynedd and Anglesey
Purpose of paper	To re-establish a shared approach to collaborative working across Gwynedd and Anglesey and to ensure that each member is committed to the collective responsibility of the Local Service Board
Strategic Direction and Objectives	To help ensure that the LSB agrees on and delivers its vision to improve the lives of the local population by working outside organisational boundaries and adopting an early intervention and upstream preventative approach.
Action / Decision Required	Each individual member is asked to commit to the principles outlined in this agreement and secure the strategic and operational commitment from their organisation
Acronyms or Abbreviations	LSB: Local Service Board

1. Introduction and Vision

1.1 Gwynedd and Anglesey Local Service Board fully endorses the principles of good public sector corporate governance namely selflessness, objectivity, openness, inclusivity, integrity, leadership and accountability. It will drive partnership working that delivers safe and effective services and enables the communities of Gwynedd and Anglesey to achieve a better quality of life.

1.2 This Collaboration Agreement is guided by underpinning principles of equality, sustainability and value for money, and by core processes of communication, robust financial management, community engagement and performance management.

1.3 The agreement establishes five standards that will guide the work of the Joint Local Service Board:

- a. A focus on outcomes for citizens and how partnership working improves these
- b. Working effectively in clearly defined functions and roles but avoiding a silo mentality
- c. Taking informed and transparent decisions which are subject to scrutiny and risk management
- d. An innovative approach to strategic planning with an interest only in results and value for money
- e. Engaging with local people and other stakeholders to ensure robust accountability and a firm commitment to equality

1.4 The Welsh Government statutory guidance document *Share Purpose - Shared Delivery* provides a strategic basis for shaping the work of the LSB. The main driver for this work will be the Single Integrated Plan which will bring together the previous functions of Community Safety partnerships, Children and Young People's Partnerships and Health, Social Care and Wellbeing partnerships across the two counties.

The Welsh Government considers that a single integrated plan should be used to meet the statutory duties in relation to the development of plans and strategies required under the following legislation:

- *Local Government (Wales) Measure 2009 (Part 2: Ss 37-46)* – community Strategies
- *Children Act 2004 (Part 3: S26)* – Children and Young People's Plan (which include plans required in accordance with section 2 of the Children and Families (Wales) Measure 2010 and Part 1 of the Mental Health

(Wales) Measure 2010)

- *National Health Service (Wales) Act 2006 (Part 3: S40)* – Health, Social Care and Well-being Strategies
- *Crime and Disorder Act 1998 (Part 1: S6)* – strategies for the reduction of crime and disorder, strategies for combating the misuse of drugs, alcohol and other substances, and strategies for the reduction of re-offending.

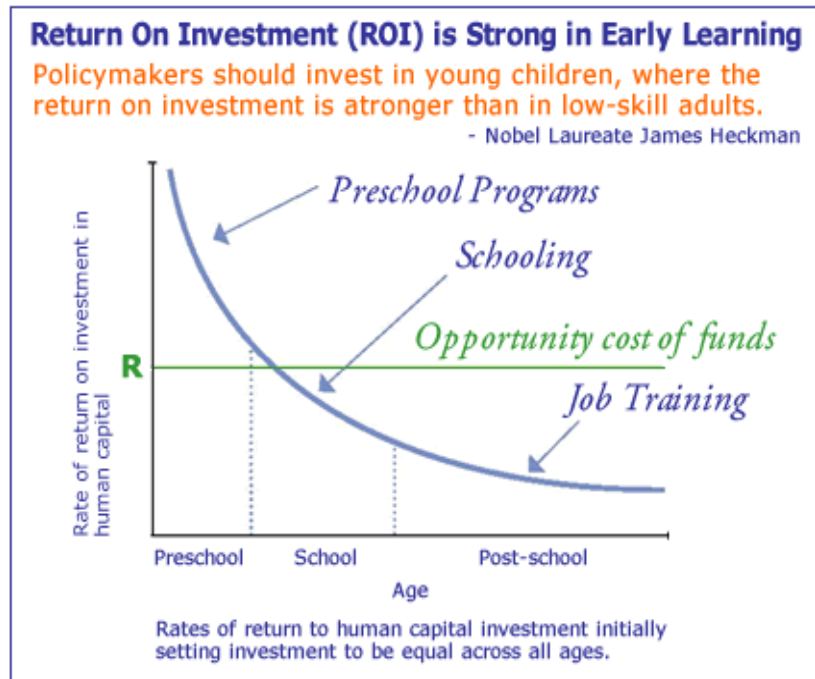
This list is not exhaustive. A single integrated plan could be utilised to satisfy other planning requirements and the LSB may wish to visit areas for closer collaboration at a later date.

1.5 Public and third sector agencies will collaborate to deliver on the priorities agreed by the LSB. Elected members participate throughout all partnership structures as well as through scrutiny arrangements. The LSB will build on the existing strong working relationship with the third sector to ensure that the best use is made of skills, expertise and access to resources.

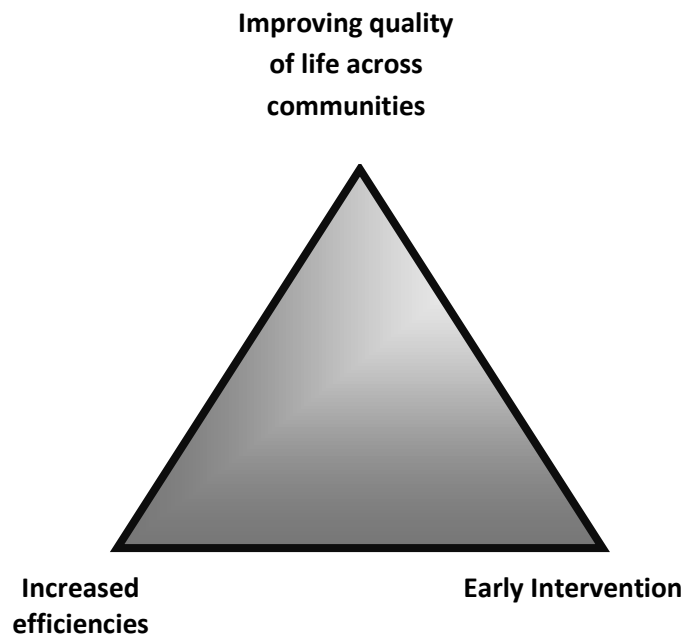
2. Principles and Priorities

2.1. A process of collaborative partnership working is essential for improved public services based around the Single Integrated Plan, and more widely for greater public sector efficiency in the future. This means:

- A focus on investment and services that address the root causes of long deprivation, not only alleviate its symptoms
- Emphasis on making early interventions, especially in vulnerable communities, to address problems as quickly as possible
- Emphasis on collaboration to maintain or develop services whilst ensuring efficiencies
- Encouraging more effective joint working between public sector partners and making a further commitment to collaboration, including stronger links to the third and private sectors
- Support for community empowerment so that local communities become more resilient and deliver change themselves, and influence and inform the decisions made by community planning partners
- Whilst other stages in the life course will need attention, there is clear evidence that a greater return on investment is achieved when interventions are made in the early years from pre-conception to early school age.



The LSB's triple principle can thus be summarised as:



The LSB should align future work programmes to deliver on these core principles and commission projects that deliver this vision. The caveat is that statutory duties remain but in order to ensure maximum benefits of collaboration in the longer term, these guiding principles should be followed when determining resource allocation where possible.

3. Delegated Authority and Responsibility

3.1 All representatives at each layer of the partnership structure will have a collective and individual responsibility to ensure that the outcomes commissioned by the LSB are effectively implemented.

3.2 Once decisions are taken, members of the LSB and the reporting structure are expected to act in an ambassadorial role, promoting and supporting these decisions within their respective arena.

3.3 Senior officers who are members of the LSB and the Delivery Board are responsible for ensuring full strategic and operational buy-in from their respective organisations, and for ensuring that LSB priorities and decision making is communicated back to their agencies. Actions to deliver on this should be embedded in each partner's corporate plans. Those officers are also responsible for ensuring full representation on standing or short term LSB related structures at all levels.

3.4 A Commitment to collaboration must be clear at all times. Partners will avoid parochialism and adopt a greater good perspective. This will require collaboration and some compromise to retain a focus on making a difference to the communities served. Whilst individual organisational responsibilities remain, members should strive to employ their collective resources, influence, knowledge and skills to ensure the wider and greater benefits possible within a partnership arena.

4. Performance Management

4.1 The success of the LSB work programme is dependent on shared contributions with each partner assuming responsibility for specific work areas. Failure to engage in the process and completion of relevant workplans may have a detrimental effect on other partners and each member organisation will be required to report on progress in order to meet shared objectives.

4.2 A Results Based Accountability approach will be adopted to provide the LSB with assurance on progress against identified priorities. This will support detailed action plans relating to specific projects and programmes of work. Further details are available in a separate paper: *Gwynedd and Anglesey Local Service Board Performance Management Framework*.

5. The Welsh Language

5.1 In accordance with each member's Welsh Language Schemes, the LSB will ensure that all aspects of its business is conducted bilingually. Where there is variation of linguistic expectations between organisations, the LSB will ensure compliance at the highest level.

6. Equality

6.1 Public sector partners, who are involved in partnership working, are responsible for meeting the public sector equality duty under the Equality Act 2010, within their partnership role. Partnership activity is one of their functions and is therefore covered by the duty. In practice, this means that initiatives or joint work carried out by the Community Planning Partnership needs to meet the requirements of the general and specific equality duties in accordance with the Single Equality Plan of each individual member.

7. Community Engagement

7.1 Effective engagement with communities, representative groups and individuals is essential to the planning and implementation of LSB priorities. There are varying examples of good practice across member organisations at present and there are clear opportunities to combine engagement work to ensure that community voices are heard and considered as part of the planning process. The LSB could commission further work in this area to make more effective use of engagement resources and streamline current arrangements to avoid 'consultation / engagement fatigue' among residents whilst also ensuring the opportunity to influence decision making processes.

8. Local Service Board Partnership Structure

8.1 The broad partnership arrangements to implement LSB commissioned priorities have already been agreed through a slimmer, sharper and more flexible structure, which is enabled to deal more effectively with strategic issues and ensure delivery.

There are three main layers for agreeing, commissioning, implementing and monitoring strategic priorities.

The Local Service Board

A high level strategic group which considers priorities and areas for collaborative action. The LSB also serves as the statutory accountable partnership for Community Safety, Children and Young People and Health and Social Care.

A Delivery Board

A group of senior officers responsible for ensuring the smooth running and performance reporting of partnership projects, providing updates and exception reports as necessary. This group will also serve to unblock, and troubleshoot to ensure that barriers to achievement are addressed. It will also commission result based projects from thematic or project groups and make recommendations to the LSB on future priorities.

Thematic / project groups

Thematic or project groups will be project or task based and will respond to deliver on the priorities identified and approved by the Local Service Board. These groups will have a flexible membership alongside core representation to ensure that the relevant skills and expertise can be gathered to address particular issues or work programmes. Thematic groups will initially be established to address the main priorities of the single integrated plan to include Community Safety, Health, Care and Wellbeing and Children and Young People. Other groups may be convened to address other priorities as necessary.

Full terms of reference, membership and structural accountabilities are detailed in a separate paper: *Gwynedd and Anglesey Local Service Board Delivery Structures*

Appendix 3

Gwynedd and Anglesey Single Integrated Plan Vision

1. Context for Change

1.1 Following the latest forecasts and budgetary announcements from Cardiff and Westminster, there is an obvious risk to the sustainability of public services.

1.2 The challenge of managing demand and the increasing pressure on services and there is a need to develop plans and working practices which will sustain services as a baseline and look to make improvements with fewer resources wherever possible.

1.3 Many individuals, families and communities, who were fairly secure a few years ago, are close to the edge. The changes in demography and expectations will increase the pressure on acute services and the resulting costs, both economically and socially, are unsustainable.

However, there are opportunities to work in partnership to ease the pressure and to plan better for the future. The potential development of new nuclear power station on Anglesey and the potential to develop the Energy Island concept is exciting in terms of large scale development and there are number of opportunities to develop interventions and change ways of working to co-produce on a smaller scale.

There is an opportunity to move from a society that waits for trouble and allows problems to develop and pays the price to one that prevent them from happening in the first place.

2. Background

2.1 The Single Integrated Plan (SIP) offers an opportunity to develop preventative and early intervention initiatives that tackle inequalities and the circle of dependence on core services.

2.2 Whilst presenting opportunities to innovate and develop new models of service delivery, it must also deliver the statutory responsibilities in relation to Children and Young People, Health, social care and wellbeing and Community Safety. The plan also delivers on aspects that were formerly included in Community Strategies.

2.3 The plan will not include projects that remain the responsibility of core services but will concentrate on developing stronger, independent more resilient communities to reduce the dependence on significantly reducing public funds.

2.4 The main aim of the plan will be to demonstrate added value and a reduce pressure on core services through partnership working.

2.5 To achieve this, '**developing strong communities and ensuring sustainable services in Gwynedd and Anglesey**' will be a central theme.

Strong communities which have an increased role in looking after their own needs in a time of constrained resources and rising demand. When communities work well people feel welcomed, included and safe on the streets. Building community capacity can therefore provide more for less and save money.

This is not a new concept, the strength and spirit of Welsh communities has always been there but its potential in addressing some of the issues we face today could be utilised more effectively.

3. Why focus on community development?

- Community development could be central to social sustainability in a continued climate of reducing resources
- There is evidence that when people are involved in community activity their physical and mental health improves
- Helping people resolve their own community safety problems can reduce anti- social behaviour and fear of crime
- Community development can lead to improved opportunities for cultural and sporting activity. 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 e.g car sharing schemes

4. Implementation Methods

The following methods could be adopted to implement the priorities of the SIP:

4.1 Early Intervention and Demand Management

It is clear that the resources available to provide public services will continue to reduce and the financial crisis is deeper and will continue for far longer than previously predicted.

It is therefore vital to reduce the pressure on the most intensive and expensive services by developing projects that recognise early signs and take action to reduce or eliminate dependency where possible. By dealing with the problems before they have a chance to develop, we encourage resilience in individuals and communities by reducing dependence on public resources.

4.2 Co-Production

Co-production involves citizens, communities, and the professionals who support them, pooling their expertise to create more effective and sustainable outcomes. It is based on a philosophy which values individuals, builds upon their own support systems and considers their place in the wider community. This approach requires a move away from service-led or top-down approaches to one of genuine citizen empowerment, involving service-users and their communities in the co-commissioning, co-design, co-delivery and co-evaluation of services. This is more than just consultation or involving people as consumers of services in decision making. It is about a genuine partnership between publicly-funded services and those that use them.

5. Developing Strong Communities – the Partnership Unit role

The main principle of the new SIP will be to deliver effective and efficient services that reduce inequality and improve outcomes, whilst at the same time enabling residents and communities to deliver activity and achieve outcomes for themselves.

The Gwynedd and Anglesey Partnership Unit will facilitate this by:

5.1 Working with partners

- Sharing intelligence with and influencing the plans of strategic 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 need

- Working to eliminate duplication of effort and waste across the public sector in both counties
- Initiating projects where co-production and collaboration can achieve more than single partner working alone

5.2 Working with residents

- Strengthening and developing communities' identity and activity
- Encouraging the sharing of partner resources, including community buildings and other assets, to enable citizens and communities to play their full part in delivering the benefits of the single integrated plan
- Acting as a strategic navigator for communities, linking people with opportunities

5.3 Working with the voluntary sector

- Providing strategic support and empowerment to ensure a thriving voluntary sector can serve the people of Gwynedd and Anglesey to its full potential
- Developing and maximising funding opportunities to strengthen the participation and contribution of individuals, neighbourhoods, communities, and the voluntary sector
- Supporting the pooling of resources by partners to allow the third sector to deliver on specific priority outcomes to strengthen communities and fragile areas

6. Timescale and Planning Cycle

IN accordance with the previous commissioning process, individual projects are already in place in both counties and the intention to continue this work by introducing programs and other commissions following priorities agreed by the LSB. It is possible to adapt the work programs and projects if the LSB want to change the emphasis in strategic direction

6.1 Timescale for the plan: The plan will run until 2017. The Delivery Board will monitor on behalf of the LSB and propose changes guided by the changing

needs and the financial position with a clear priority on maintaining services and avoiding creating more acute demand.

6.2 Actions to date

Date	Progress
Present position	Gwynedd and Anglesey have a agreed and published separate Single Integrated Plans
June – September 2013	Updating needs assessments
October 2013	Publish a Single Integrated Plan for Gwynedd and Anglesey based on present separate plans
Present – April 2014	Deliver on present priorities of the plans and some rapid interventions if recognised
April 2014	Publish first revision of Single Integrated Plan with a focus on the main priorities of the Local Service Board
April 2014 – 2017	Deliver the Single Integrated Plan with revisions according to financial climate as necessary. Conduct annual light touch reviews.

6.3 Needs Assessment - The integrated plan is based on previous assessments in Gwynedd and Anglesey and these will be updated by September 2013. It is not proposed to repeat these exercises but they will be populated with the latest information to allow a consideration of any changes in priorities needed as a result.

This evidence base led the merger of existing plans to provide a platform for two county work. It is proposed that in the future, rather than following a tightly fixed plan, that the LSB agrees to continue to refine and adapt to respond to the needs in a changing climate to safeguard core services as the highest priority.

6.4 Setting and Challenging Priorities

The LSB sets the challenge and the strategic context and commissions thematic groups to develop projects to achieve priorities. The Delivery Board manages the process and maintains an overview on the implementation and performance monitoring.

The Delivery Board sets criteria of strengthening communities, reducing dependence on core services, and ensuring service resilience in a situation of deep financial crisis that is deeper than previously forecast.

6.5 Risks

In a complex organisational and partnership and regional situation there are risks in duplication of effort and blurred boundaries of responsibility. The LSB must ensure that priorities and projects are relevant according to local need and that the LSB is the appropriate vehicle to progress the specific work areas or whether it can derive enhanced outcomes at a local level from a regional or national programme.

Trystan Pritchard
Senior Partnerships Manager
Gwynedd and Anglesey
June 2013