



ISLE OF ANGLESEY AND GWYNEDD LOCAL SERVICES BOARD

Minutes of the meeting held on 28th November, 2014
at 2.00pm in Coleg Menai, Bangor

PRESENT:

Dawn Docx, North Wales Fire and Rescue Service
Walis George, Grŵp Cynefin **(Chair)**
Geraint Hughes, North Wales Fire and Rescue Service
Jerry Hunter, Bangor University
Andrew Jones, Betsi Cadwaladr University Health Board/Public Health Wales
Andy Jones, Wales Probation
Marian Jones, Independent Board Member Betsi Cadwaladr University Health Board
Bethan Jones, Isle of Anglesey County Council
John R Jones, Medrwn Môn
Richard Parry Jones, Isle of Anglesey County Council
Cllr Dyfrig Siencyn Lewis, Cyngor Gwynedd (deputising for Leader of Gwynedd Council)
Peter Newton, North Wales Police **(Vice-Chair)**
Sioned Rees, Welsh Government
Julian Sandham, Office of the Police and Crime Commissioner North Wales
Dilwyn Owen Williams, Gwynedd Council
Emyr Williams, Snowdonia National Park Authority
Bethan Russell Williams, Mantell Gwynedd

In attendance:

Geraint George, Cyngor Gwynedd
Anwen Davies, Cyngor Gwynedd
Rhian Bayley-Hughes, Cyngor Gwynedd
Andy Bruce, Wales Audit Office (Observer)

1. **APOLOGIES**

Dyfed Edwards, Leader of Gwynedd Council

Ieuan Williams, Leader of the Isle of Anglesey County Council

Ian Rees, Grŵp Llandrillo Menai

Cllr Alwyn Rowlands, Isle of Anglesey County Council (deputising for Leader Isle of Anglesey County Council)

Trevor Purt, Betsi Cadwaladr University Health Board

2. **WELCOME**

Prior to the election of the Chair, the meeting of the Board was opened by Bethan Jones who welcomed Andy Bruce from the Wales Audit Office (WAO). Mr Bruce would be observing today's meeting of the Local Services Board as part of the evidence gathering in respect of the imminent WAO inspection of the LSB.

3. **ELECTION OF CHAIR**

During the last LSB meeting on September 26, 2014 the Chair informed the LSB that he would be standing down as both chair and member of the Board due to a change in his work arrangements. A formal process was subsequently instigated over the past few weeks in order to invite nominations from Board members for the positions of both Chairperson and Vice Chairperson of the Gwynedd and Anglesey Local Services Board. This formal invitation for nominations resulted in two nominations being received for the position of Chairperson.

Both nominees were asked to vacate the room whilst a secret ballot took place. As a result of the ballot, **Walis George was elected as Chair of the Local Services Board** and **Peter Newton accepted the position of Vice-Chair of the Board**.

Walis George took his position as Chair and welcomed all to today's meeting and advised the Board that his priority and focus would be concerned with leading the LSB towards a programme of tangible, deliverable outcomes against its key shared priorities.

4. **MINUTES OF MEETING HELD ON 26TH SEPTEMBER, 2014**

The minutes of the meeting of the Local Services Board convened on 26th September, 2014 were confirmed as being an accurate record of the discussions.

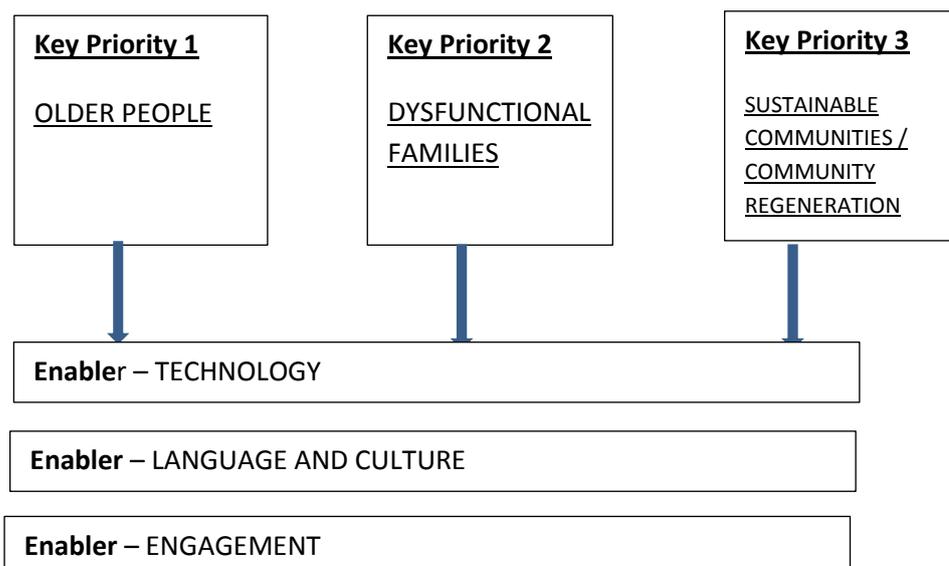
No matters arising thereon.

5. **LOCAL SERVICES BOARD - KEY SHARED PRIORITIES**

Submitted – a report outlining the work to date in developing the 3 Key Shared Priorities and underpinning Enablers for the LSB following an initial conversation at the last meeting of the Board convened on 26 September, 2014.

Below is a resume of the considerations:

- One of the significant decisions made by the LSB in March was concerned with the need to prioritise a small number of key work-streams over the next two years which would enable the Board to make evidenced progress in pursuance of its emerging ambition. The Board also resolved to develop a new ambition giving greater credence than previously to bridging the funding gap in public services – by ensuring more co-ordination of and focus upon demand management;
- Conversations at the last meeting of the Local Services Board (26 September, 2014) had been translated into the following Key Priorities and underpinning Enablers:



- Consideration was given to the propriety of adding an additional Key Priority – to reflect the financial environment of public services. The Board also debated whether Language and Culture should be a Key Priority or Enabler;
- Subject to Board approval, the next step would be to further develop each of the work-streams by posing a set of key questions to each LSB partner organisation:
 - Q1.** What are the key issues for citizens & each partner organisation in respect of each Key priority/Enabler?
 - Q2.** What else do we need to know?
 - Q3.** What are the organisational outcomes for each LSB partner?
 - Q4.** What structures already exist to address these outcomes/issues?
 - Q5.** Are there any gaps?
 - Q6.** Do we need to be more joined up – what can we do better together for the citizens of Gwynedd & Ynys Môn?
 - Q7.** What are the commitments from each LSB partner?
 - Q8.** Are there any alignments to other existing strategic plans?
- A programme management approach was proposed to underpin the next stage in developing the Board’s Key Priorities and concentrate on articulating:
 - i. Proposals for improving performance through collaborative working;

- ii. Desired organisational and citizen outcomes per Proposal over the next 2 years;
 - iii. Evidence base for each Proposal;
 - iv. Contribution of LSB partners to each work-stream;
 - v. Delivery structure and governance under the Local Services Board to progress each Key Priority and Enabler.
- Timeline – it was proposed that draft high level proposals on the 3 Key Priority work-streams be submitted to the LSB in March, 2015 and seek Board sign-off to the detailed work-streams in June, 2015.

RESOLVED:

- **Endorse the direction of travel and proceed to the next phase – of fully developing the 3 work-streams underpinning each of the Key Priorities and Enablers;**
- **Confirm the 3 Key Priorities and Enablers as detailed above;**
- **Delegate lead responsibility for each Key Priority and Enabler to named LSB members as follows:**
 - i. **Older People** – Health Board (to be confirmed)
 - ii. **Dysfunctional Families** – Sup. Peter Newton
 - iii. **Sustainable Communities / Community Regeneration** – Dilwyn Williams
- **Establish 3 project teams to progress the work of articulating the Board’s Key Priorities and Enablers – to be chaired by the LSB lead members.**
- **Ensure regular progress reports to scheduled meetings of the LSB over the coming months – seeking high level sign-off to proposals in March, 2015 and sign-off of detailed Key Priority work-streams in June, 2015.**

6. LSB GOVERNANCE CONSIDERATIONS

Submitted – a report giving consideration to the robustness of the Local Services Board’s current structure and governance arrangements following initial steps taken by the LSB to transform itself.

The following points were raised in particular during the discussion:

- The Board had made a number of significant decisions relating to its future vision and strategic direction in March, 2014. One of those decisions related to the need for a review of Partnership structures and governance arrangements of the Board [a principle of “*form follows function*” to underpin deliberations];
- Significant progress had been made over the past 6 months in delivering against the agreed milestones associated with the 3 initial steps underpinning the transformation journey of the LSB. Further work had been programmed over the coming months to enable the Board to begin to fully realise its new emerging ambition and strategic direction. This programmed work needed to further progress in order to enable the Board to be in a position to effectively consider its future partnerships structure and underpinning governance arrangements;
- It was however timely that the Local Services Board considered the robustness of its current structure and governance arrangements during this interim period

pending agreements on the detailed work-streams relating to the Key Shared Priorities. The Board was commencing a critical step in its transformation and it was proposed that the Board considered the propriety of establishing an interim delivery/executive sub-group with the following broad terms of reference:

- i. Oversee progress in developing the Board's Key Priorities & Enablers and refine proposals prior to LSB consideration;
 - ii. Ensure synergy between the emerging key priority work-streams;
 - iii. Unblock any barriers to progress;
 - iv. Develop a proposed delivery structure and governance underpinning the implementation of the LSB priorities;
 - v. Monitor progress against agreed timelines.
- It was proposed that the membership of the Delivery/Executive Sub-group should include:
 - Chair of the Local Services Board;
 - Lead LSB member for each Key Priority work-stream;
 - Senior partnership leads for Gwynedd and Ynys Môn Councils;
 - Senior Partnerships Manager.

RESOLVED to:

- **Establish an interim Delivery/Executive Sub-group as detailed above;**
- **Note the need to fully review partnership structures and governance arrangements over the coming months as the Key Priorities and Enablers are fully clarified (interim Delivery/Executive Sub-group to action).**

7. BOARD DEVELOPMENT PROGRAMME

Andrew Jones led an initial discussion on a possible Board development programme to run in tandem with the transformation journey of the LSB. The following points were noted in particular during the discussion:

- The LSB summit in June, 2014 was deemed a successful first step in building trusting relationships within the Board and a springboard to launch a development programme;
- There was the potential for the development programme to evolve into a learning academy for the next generation of public service leaders (reference – Commission on Public Service Governance & Delivery);
- A desired outcome of any development programme would need to be concerned with creating a collaborative dynamic across the LSB partner organisations – particularly within the context of significant, unprecedented whole systems change;
- Some consideration would need to be given to the best approach to be taken – to include learning from current national work-streams on public service leadership.

RESOLVED:

- **Confirm the need to proceed to develop a development programme for the LSB;**
- **Consider possible options for the Board’s development programme at the next meeting of the LSB (Andrew Jones to lead).**

8. POSITION STATEMENT - CURRENT PARTNERSHIPS STRUCTURE

Submitted – a report describing the current partnerships structure under the Gwynedd and Ynys Môn Local Services Board and was tabled at this time in order to inform deliberations on the LSB key priorities.

The following matters were noted in particular during the discussion:

8.1 A new partnerships structure had been created when the Gwynedd and Ynys Môn Local Services Board became operational (April, 2013). The underpinning guiding principle in designing the partnership structure had been one of keeping it simple and avoiding duplication of effort;

8.2 The LSB made a number of significant decisions at its meeting convened on 12 March, 2014. One of those decisions was concerned with the need to review current Partnership structures and governance arrangements of the Board – using the principle of *“form to follow function”* to underpin discussions moving forward;

8.3 A review had been undertaken during the Summer, 2014 in order to:

- Evaluate current strategic partnership arrangements/working and associated underpinning governance and structures;
- Identify characteristics of current successful partnerships.

8.4 A number of questions needed to be posed to the LSB for consideration over the coming months as its key priorities, structure and governance arrangements became clearer:

- Q1. Does the current partnerships structure match the emerging priorities of the LSB?**
- Q2. Will the current partnerships structure support the LSB to the future or should it concentrate its efforts on delivery activity against grant expenditure?**
- Q3. Will the current capacity and skills mix within the Partnerships Unit support the LSB to deliver its emerging key priorities?**

8.5 It was noted that the current partnership structures (community safety, children & young people and health, social care & well-being) were in practice separate entities with little accountability to the Local Services Board. Some of the partnerships were co-ordinating grant regimes. This disconnect needed to be addressed – via a detailed dialogue - as the Board progressed its Key Priority work-streams. This would ensure that the partnerships structure evolved into a robust vehicle to deliver on the LSB’s agenda and priorities.

8.6 It would be timely for the Local Services Board to challenge whether the current structure was fit for purpose once the Key Priority work-streams had been fully developed (June, 2015);

8.7 Members of the Board were also anxious to ensure clarity around the connections with regional groups and boards - as vehicles to enable/support the Local Services Board to deliver its Key Priorities.

RESOLVED:

- **To note the information relating to the current partnerships structure at this time;**
- **To note the need for the Board to revisit this matter over the coming months as clarity emerges around the Board's key priorities (initial consideration by March, 2015) – via the new Delivery Sub-Group;**
- **As a first preparatory step, identify any statutory elements and work programmes/grant monies of current partnerships;**
- **Confirm the need to demonstrate clear alignment between regional structures and local partnerships as the Board clarifies its revised future structures.**

9 OPERATING PRINCIPLES / TERMS OF REFERENCE

The final draft Operating Principles and Terms of Reference document was submitted for Board ratification.

It was noted that a draft version of a revised Operating Principles and Terms of Reference document reflecting discussions at the last meeting of the Board (convened 26 September, 2014) had been circulated to LSB members prior to today's meeting.

RESOLVED:

- **Endorse the Operating Principles/Terms of Reference document as tabled (Appendix 1 to the minutes);**
- **To note the need to revisit the Operating Principles document in future to reflect growth, insight and achievements of the Board and that a review be scheduled in 12 months (November, 2015).**

10 DATE OF NEXT MEETING

RESOLVED to note the arrangements made to convene the next meeting of the Local Services Board on 18 December, 2014 at 2:30pm in the Seminar Room, Coleg Menai, Bangor, Gwynedd.

Agenda Items:

- **LSB Key Priorities – update report;**
- **Round table discussion – financial plans of each partner for 2015/16;**
- **Board Development Programme – presentation by Andrew Jones;**
- **Presentation to the Board on implications of the Williams Commission/ Wellbeing of Future Generations Bill – Sioned Rees, Welsh Government**

Closed at 3:15pm