

Hi Paul,

Here is the response from Gwynedd and Anglesey LSB?

The Gwynedd and Anglesey Local Service Board was clear that the elements of the SD Bill that relate to partnership working and the enhanced role of the LSB is consistent with our local approach. We would have no further comment other than that we are already working to put these elements in place and welcome the fact that the LSB role and responsibilities will be clarified and strengthened as a result of statute.

Trystan Pritchard

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Vale of Glamorgan Local Service Board response to Welsh Government discussion paper on the Sustainable Development Duty and Collaborative Working

The Local Service Board welcomes the opportunity to comment on the discussion paper, which provides more detail about proposals to put integrated planning on a single statutory footing. However, the timeframe for responding to the proposals for collaborative working has been extremely tight given the importance of the proposals.

The issues in the discussion paper need to be considered at length to ensure they strengthen work in this area. Our concern is that the legislation is not rushed due to the opportunity of the SD White Paper as opposed to being a more carefully considered approach to strengthening partnership working.

Although there is support for the policy intent outlined in the discussion paper to consolidate the framework for local public service organisations to undertake integrated planning and delivery there are some reservations about too much prescription.

There needs to be clarity about the rationale and what is appropriate to include in the proposed legislation and what is more appropriate to be included in guidance documents. An appropriate balance between legislation and guidance documents should provide some element of flexibility to accommodate local approaches and innovation. Some of the concerns about the quality or momentum of partnership work may be due to skills, capacity and levels of resources available to partners, and legislation is unlikely to resolve these issues.

Proposals to place integrated planning on a single statutory footing and simplifying existing legislation relating to planning and partnership working

Effective partnership working relies on trust and a willingness of organisations to engage. It is better for organisations to be willing partners based on a shared desire to improve local services. Making some organisations statutory partners does not necessarily mean that these organisations will fully engage or be active partners. Therefore although legislation may provide a more cohesive framework it may make little difference to partners who are either reluctant or lack capacity to fully participate.

A further drawback in making LSBs statutory is that it will foster a “one size fits all” approach, which would seem to run counter to the previous, welcome WG attitude of encouraging a variety of local approaches to shared problems.

With regard to membership of the LSB, a representative from the third sector should be viewed as a core member, although there should not be detailed prescription on this matter. Although they may not have the same level of resources as the 'principal budget holding public service organisations', their knowledge and experience make them an important partner. The involvement of Welsh Government provides a useful link and we would welcome their continued involvement.

In terms of the involvement of partners in the preparation and delivery of the plan, in our experience partners are already engaged. However whilst the resource for coordination of the work sits within the local authority then it is likely that the local authority will take on a larger share of this work. Partners already lead on projects where they are best placed to drive the agenda forward, e.g. public health.

Paragraphs 9 and 10 emphasise the need to be flexible which we would support. It is important that any new legislation provides clarity and a meaningful framework for integrated planning but that there is still room to manoeuvre. There must be flexibility to enable partnership working to adapt to change and transform how we work but without losing sight of the reasons why we are choosing to work together - to ensure quality services that meet local needs through effective use of our resources.

This legislation alone will not turn collective planning into 'collaborative delivery'. It may provide some mechanisms to overcome some of the barriers but advice, support, and sharing examples of good practice and outcomes achieved may be more powerful tools for change.

Aligning the strategic planning cycle with the local electoral cycle in a way which encourages longer term planning

We would welcome steps to encourage longer term planning and alignment with the electoral cycle, but further work may have to be undertaken on a strategic needs assessment following an election depending on the views of a new administration. Other changes to public sector services in the future are also likely to impact on timeframes for undertaking a full revision of the needs assessment and the development of the plan. It would be wrong to only take account of planning cycles for local authorities when determining timeframes for partnership activities. Legislation would need to provide a clear line of sight to the strategic and operational plans of all the partner organisations and this will need to be reinforced in the specific planning guidance issued by other parts of Welsh Government.

Ensuring partnership planning and commissioning is evidence based and that performance management is focused on outcomes

Paragraph 21 details the proposed main functions of the LSB, which are in line with the guidance Shared Purpose Shared Delivery and are consistent with how work is already being undertaken in the Vale of Glamorgan. The emphasis placed on strategic needs assessment and the need to build business intelligence capacity and skills across organisations is strongly welcomed as is the focus on developing the evidence base to support the design of solutions. We are utilising the LSB Development Grant to fund work

with the Local Government Data Unit to improve our strategic needs assessment and use of data, and to fund the LSB Support Officer, who leads on performance management. This work has been made possible through the grant and involves a number of officers from a range of partners.

In terms of the new Sustainable Development Body supporting the development of strategic needs assessments we would have concerns as to the capacity and expertise of the new body to undertake this work in addition to the range of duties already being discussed. It is important that this body has a clear focus and the necessary skills and resources to support a range of organisations across Wales in terms of the new SD duty, to challenge, support and share good practice. There is probably sufficient knowledge across Welsh Government, local authorities, Police and Health Boards in undertaking needs assessments. The biggest obstacle is a resource to actually pull the information together and undertake the analysis and work with partners to interpret the data and develop local priorities. It is important Welsh Government provide direction and where appropriate analytical resources centrally to support the drafting of needs assessments to maximise opportunities for economies of scale.

Paragraph 24 refers to Welsh Ministers having powers to direct LSBs to undertake specific analyses of policy issues or the needs of specific groups in their area, so that appropriate national and local responses can be developed. Again there is a degree of caution about such powers and how or when they would be utilised. This should be in consultation with LSBs so there is agreement about the need for such analyses and the necessary timeframes. There also needs to be an understanding of how this fits with work being undertaken to assess needs within the local area and agreed priorities.

We welcome the reference to good business intelligence and robust information sharing protocols at neighbourhood or area level. Data for the strategic needs assessment should be collated and analysed at the most appropriate level, taking account of the type of information being collated and whether the data will be meaningful.

More work is needed to ensure a common understanding of outcomes based planning as at present there appear to be different experiences and applications of the methodology and the quality of what is produced can vary. We would have reservations about use of a specific methodology being enshrined in legislation.

It is important that there is a clear line of sight between the Well-being plan and corporate plans, but reference should be to an organisation's business planning arrangements as a whole.

Considering proposals to make local service boards statutory, without incurring additional running costs

See comments above regarding the LSB Development Grant which is supporting work on developing our business intelligence and performance management up to 2015. This work will be difficult to maintain without this valuable resource to coordinate and oversee the work.

Considering proposals to enable groups of LSBs to form ‘delivery groups’ to undertake strategic commissioning functions

Proposals around delivery groups to undertake joint commissioning would be welcomed if they can facilitate collaborative arrangements and remove some of the complexity that can currently delay projects. We also believe that where there is agreement about two or more local authorities agreeing to undertake integrated planning jointly that this should be possible. However, all partners should be in agreement on this as a way forward.

In paragraph 18 reference is made to Welsh Ministers having powers to direct two or more local authorities to undertake integrated planning or form joint ‘delivery groups’. If such powers were to be utilised there would need to be safeguards to ensure that there is a strong business case and clear understanding of the benefits and that local accountability is not lost. Any legislation should facilitate innovation and not limit options. There are already a number of examples of effective partnership working including working with partners from different areas. We would welcome steps that facilitate and simplify joint working whilst still recognising the need for local accountability.

Ensuring partnership working is subject to cross-cutting duties such as the Equalities duty

Any plan would need to take account of the differing needs and diversity of the local community. However, more details about what is meant by ‘duties **such** as the Equalities duty’ are needed before we can comment fully on this as this statement is very open at present.

Strengthening accountability and assurance of partnership working by requiring the scrutiny of integrated plans and delivery by local government scrutiny committees, and by giving a role to the Auditor General for Wales to assess the quality of decision making by LSBs, through the main provisions of the Sustainable Development Bill

The SD White Paper when describing the role of the Auditor General for Wales states ‘arrangements would restrict the scrutiny to the systems and processes that govern how strategic decisions are made and how consideration has been given to sustainable development and not to question the policy objectives of an organisation, or the outcomes of a particular decision.’ The phrase used above ‘to assess the quality of decision making by LSBs’ implies that the decisions themselves may be challenged. More information is needed about the proposed role of the Auditor General. The driving force behind the plan must be a focus on the needs of the local community instead of the very real risk of it being drafted merely to “pass” auditors’ tests. Too much prescription and regulation could mean a loss of local ownership of the plan.

Paragraph 31 suggests that Welsh Ministers should have powers to require that if a plan is not ‘sufficiently well made to satisfy the expectations of local people and communities’ then it should be referred to a scrutiny committee. How will this conclusion be reached and what evidence will be used to judge the expectations of the local community? Any concerns should be picked up

through the engagement and consultation stages or concerns should be raised by a Welsh Government representative on the LSB. The plan must be evidence based and be achievable and one that partners can deliver. The test is in the achievement of meaningful outcomes that should be monitored through the year by the LSB and detailed in an Annual Report which should be considered by a local government scrutiny committee.

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Bridgend Local Service Board's Response to the Discussion Paper on the Future Role of Local Service Boards

General Comments

The paper was discussed at Bridgend's Local Service Board on the 8th March 2013. There was a general consensus that the arrangements currently in place in Bridgend were delivering positive results and concerns that a statutory approach may stifle this and focus too much on structures and process.

The flexibility of the current arrangements is valued and concern was expressed about the additional costs of managing any new responsibilities. The Board is however confident that it would be able to adopt any new requirements should these come into place.

Specific Comments

Policy Background/Policy Development/Policy Intent

Welsh Government's approach to rationalise planning and partnerships is welcomed. However, it is acknowledged that there is a difficult balance which needs to be struck between arrangements which impose pressures to meet universal outcomes/targets and those which do not provide enough leverage to ensure buy-in from all LSB member organisations. The Board feel that LSBs should be primarily charged with meeting priority outcomes of local concern.

Integrated Well-being Plans

- **Wellbeing Plan** - this is not the right title for the single integrated plan. It will make it harder for people to see broader issues and could be perceived as a health focussed plan. It needs a broader title as it doesn't sum up the importance of this as a single integrated partnership plan for the area.
- **Local Service Boards** - should continue as the title if placed on a statutory footing. Citizens, agencies/organisations are only now beginning to understand the concept of these arrangements.
- **Membership** - Flexibility key here. Defining core membership could be seen as divisive and that some partners have more to bring to the table than others. CVC should remain core members and Natural Resources Wales could represent environmental issues. However, it is felt that the role of Welsh Government needs to be better defined to ensure this is widely understood and implemented.

- **Regional** – it is acknowledged that the regional agenda for collaboration will need to be managed carefully to ensure that there is minimal duplication between the work programme of LSBs and the regional boards. Any proposals that Welsh Ministers have powers to direct two or more local authorities to undertake integrated planning or form joint delivery groups would need closer scrutiny. There has always been an acceptance by Welsh Government that Bridgend could work outside of the defined geographies if there was a sound business case and this arrangement needs to continue.
- **Support Arrangements** - the view articulated in the discussion paper about the preparation and the delivery of the single integrated plan falling equally on all LSB members is seen as a positive development.

The Local Service Board

- **Proposed Main Functions** - agree but at the moment these functions fall to the local authority to resource. For LSBs to be fully functional partners will need to more equally contribute to these tasks. There is currently no capacity in many organisations to contribute towards these tasks.
- **Strategic Needs Assessment** - agree with the need for evidence and analysis and for this to be kept up to date but the scale of this task and data limitations need to be recognised. The existing SNA combined with the suggestion of adding research and evidence of what works best and incorporating other needs assessments such as PCCs and social services Bills widens the scale of the task and would need sufficient resourcing to do well. Para 22 and 23 suggest that LSBs should be doing their own review of what works in addressing particular issues. If this is around developing local projects and actions to address local problems (e.g. how can we encourage people in Bridgend to attend the local smoking cessation club) this might be feasible but if its linked to 'higher level' issues (e.g. what works best in reducing smoking in people in areas of deprivation) it seems something that should be coming 'down' from Welsh Government and others rather than being fed up to national organisations from LSBs. With this in mind, it would be beneficial to build stronger links between LSB analysts and those in Welsh Government and other research bodies dealing with the same issues. There is a huge issue of resourcing and the need for more joined up working between national and local research and analysis bodies if the proposals in the paper are to happen. Whilst some organisations will have whole teams looking at individual issues others will have one person who needs to cover a huge workload in this area.
- **SIP/LDP** – there will be an issue here in terms of aligning timescales.
- **Resources** - there is a lack of detail around resources in the current guidance and the suggestions offered in the discussion paper are welcomed.

- **Consultation, engagement and participation** – list of proposed consultees seems logical.
- **Reporting** - fine with an annual report on progress.
- **Timing and Review** – matching the political cycle seems sensible. In addition, matching single integrated plan cycles of major LSB member organisations needs to be pursued. Some of these meet deadlines for plans for Welsh Government that do not coincide with the single integrated plan. We are then left with the challenge of shoe-horning organisational priorities in to an overarching plan or out of sync corporate plans that do not deliver to the same agenda as the single plan.
- **Simplification** – this is welcomed.

Sustainable Development Duty and Collaborative Working

Discussion Paper for LSBs

Response from Conwy & Denbighshire LSB

26.3.2013

It is worth noting that the Conwy & Denbighshire LSB is already a joint structure, and that much progress has been made towards integrated planning. Denbighshire have had their Big Plan for two years, and the LSB in general is very supportive of the principle of both collaboration and integrated planning.

The LSB considered the discussion paper and would like to make the following general points:

1. We are not clear where this sits in the light of uncertainty about the future shape of local government.
2. Although, we have a positive experience of LSBs, we are not sure yet that it is a sufficiently proven model to justify their being enshrined in legislation.
3. Fundamentally we are concerned that whilst it may not be the intention, the effect will be to create an additional layer of bureaucracy over and above existing arrangements. As public sector partners, we are working hard to reduce bureaucracy.
4. Our experience of integrated planning is that it doesn't need legislation to ensure it takes place. We feel that WG's focus should be on the outcomes coming from integrated planning rather than the process.
5. We also feel that there is a fundamental issue here, in that our current Single Integrated Plan is a plan that is concerned with activity in which there is added value in working together. It does *not* therefore include activity that is undertaken by one partner alone. The clear impression given in the discussion paper (Para 26 refers), is that the Well Being Plan will be required to cover *all* the activity undertaken by the public sector in an area. We don't think this is workable or desirable.
6. In the same vein, we are concerned that the requirements for a Well Being Plan may be too prescriptive, reducing local engagement and accountability as well as running the risk of becoming a 'tick box' exercise.
7. We did agree that:
 - Plans should be produced by each LSB
 - That they should be robust
 - That they should be 'Testable'
 - That they replace the existing statutory plans

On specific points:

Para 15: We didn't think it mattered greatly if CVCs or WG were statutory partners or not, though in our view, both should always be members of the LSB

Para 25: We thought this was too prescriptive.

Para 29: Denbighshire's SIP was agreed by full Council and by the LHB Board. We wonder about the mechanics of making agreement of the Well Being Plan part of the legislation with a third partner (the Police) as a minimum. Apart from the timetable issues, what happens if one agrees the plan and the others don't?

Para 30: By the same token, what happens if the Minister disagrees with the plan and demands changes, does it have to go through the authorisation/agreement process again? We considered this not thought through, and don't think that the plans should in effect have to be authorised by the Minister. This would create more bureaucracy and would also be very cumbersome. We feel the Minister's role should be to test the outcomes of the plan, rather than the plan itself.

Para 32: We thought an Annual Report was a good idea.

Para 33: We agree that LG Scrutiny is an appropriate accountability mechanism.

Para 34: Timing and Review. Whilst we understand the logic of this, we think it is unworkable. It is based on the Local Government planning cycle alone, and does not recognise that other public sector organisations will have different cycles, including the two proposed statutory partners. There would be no benefit to this, only further complexity, and an unwelcome concentration on Local Gov plans.

Para 35: We thought the WAO's role should be to monitor delivery and outcomes, rather than the plan itself

Para 26: We certainly support that!

Wrexham Local Service Board (LSB)

The Sustainable Development Duty and Collaborative Working

A response to the discussion paper for Local Service Boards

The discussion paper for Local Service Boards was considered at the Wrexham LSB Executive Group on 4th March 2013. The paper was also sent to Wrexham County Borough Council's Lead Member for Communities, Partnerships & Collaboration for comment. The information below is the response from both Wrexham LSB Executive Group and the Lead Member for Communities, Partnerships & Collaboration.

Policy Background

We agree with your comment in paragraph 2 re overlap and complex Partnership structures and we are currently working to remove overlap and simplify the partnership landscape. We envisage this work being completed around September 2013. However it is important to note that often we are given "local priorities" by Welsh Government. For example as part of the development of our SIP we have been told we should include issues relating to Equality, (Strategic Equality Plans) and Play (via the Play Sufficiency Assessment). Whilst we accept this is a way of WG ensuring we are joining up our strategic thinking this counter balances the need for us to ensure our SIP is right for the people of Wrexham. It can be seen that as WG have suggested inclusion this means that we have to include it, or WAO and other inspection bodies will query our approach.

Policy Intent

Wrexham LSB Executive Group feel very strongly that our SIP is the Well Being Plan for the area, and we would not benefit from having to produce another Well Being Plan to sit above the SIP. The plan has been developed with a whole population approach. We would welcome clarification as to whether we will be expected to write another plan or adapt (in 2017) our existing SIP in line with the review that is planned for that time.

Integrated Well Being Plans

As we have taken a general "well being" approach to the development of our SIP we would assume that the statutory partnership would be our current LSB Executive Group. However our current membership is wider than the core suggestions of Council, Health, and Police and we would like to keep this as a wider group to best reflect the needs of the people of Wrexham. We would not like to lose the input from either AVOW or Welsh Government in this group. AVOW represent a significant knowledge base for the community of Wrexham. Similarly we find the direct link with Welsh Government very productive as part of the LSB Executive Group in terms of debating policy and understanding what issues are being discussed centrally that may have an impact on us as a local LSB.

We currently do not have Elected Members on the LSB Executive Group as it is not a decision making body. If the LSB were to become a statutory body this would result in the need to have Elected Members sitting on the Executive Group and formalising the group. We are currently looking at Partnership groups to support the delivery of the SIP and feel that Elected Members may be better placed to sit on these groups. We are still exploring ideas around this across Wrexham and would prefer to develop a model that best meets our needs. The document needs to better describe how the LSB can function with a democratic link to local communities.

In terms of joint planning with other Local Authorities we very much support this approach. However we do not feel it necessary for Welsh Ministers to have powers to enforce such joint working. In terms of Local Authorities having mature working relationships it would be for local decision as to the benefits of integrated joint planning as we do with other joint areas of working. This flexibility at a local level can be continued in relation to joint commissioning without the need for national guidance or additional powers. The political dimension of each area must however also be considered. It is also questioned as to what evidence WG has that by making these legislative changes this will lead to improved outcomes for local people?

Paragraph 21 proposed the main functions of an LSB and we feel in Wrexham that is the route we are taking. We would welcome further information on how Welsh Government feel the local government scrutiny process can support LSB accountability. If LSBs are reshaped, according to WG guidance what would the LSB do or deliver that is different to the current structure? Further clarification of the benefits of this change need to be communicated so that LSBs can focus on the need to change.

We recognise the intent re paragraph 22, however there are still significant data sharing and capacity issues to maintain a strategic needs assessment across the area. We would welcome further details of how this can be done at a practical level. Our approach in Wrexham has been very much that approach outlined in paragraph 23 however it is recognised that capacity to maintain this level of needs assessment expertise is an issue at a time of financial pressure across LSB partner organisations.

We agree with the principal of paragraph 31, however the practice of this at a local level will be very difficult to implement, as local areas are very diverse, and it will be difficult for WG to show they have more local knowledge than an LSB.

General Comments

We have picked up in this document that some of the language is not helpful and quite dictatorial. For example:

Paragraph 18 "... Welsh Ministers would have powers to direct two or more Local Authorities to undertake integrated planning....

Paragraph 24 "... Welsh Ministers should have powers to direct LSBs to undertake specific analysis of policy issues or the needs of specific groups

It is hoped that LSBs are developing mature relationships with WG and so the softening of this language would be more appropriate.

Overall the document has words indicating the need for an aspirational vision but a clearer picture is needed as to what this will look like for a reshaped LSB.

DRAFT

The Sustainable Development Duty and Collaborative Working

The Welsh Government published a White Paper on a proposed Sustainable Development Bill on 6 December 2012.

Within the White Paper is a proposal to put integrated planning on a statutory footing establishing a framework for local partners to work together to improve well being and ensuring that collaborative work embodies the principles of sustainable development.

The Torfaen Local Service Board considered the proposals within the White Paper concerning integrated planning at its meeting on 21st March 2013 with the following views being expressed:

	Welsh Government Proposals	Torfaen LSB Views
1.	Integration or the framework for integration is not yet statutory. The proposal is to consolidate the framework for local public service organisations to undertake integrated planning and delivery and be held accountable for collaborative working.	The Torfaen LSB partners already work collaboratively and so question the need for statutory regulations. There are members of the LSB that are not statutory organisations and the introduction of statutory regulations could create a two-tiered approach. A suggestion to link collaborative working around a financial framework would encourage organisations to work collaboratively should incentives be required.
2.	The focus upon integrated plans is to improve outcomes for the well being of a community – The proposal is to name future plans ‘well being’ plans that better reflect its purpose.	The details and intentions of the plan is far more important than a plan name and ‘well being’ understanding to the public may result in a host of different meanings. Simply call it the Plan for xx (Authority area name).
3.	The Welsh Government are considering proposals that the Local Authority must convene a statutory partnership called a ‘local service board’, this would consolidate the purpose of LSB’s to prepare and deliver an integrated Well being plan	Geographically, the Local Authority is best placed to convene the LSB as it covers the whole area and can act as the conduit to all LSB partners.

	for an area.	
4.	<p>Given the strategic nature of well being plans, Welsh Government are proposing that the 'core' membership of the LSB should be defined as the principal budget holding public service organisations e.g. LA's, Health Boards, Police whose boundaries encompass the whole area.</p> <p>This in effect will mean current invitees to the existing LSB such as 3rd sector, RSL's, Welsh Government, and other organisation representation would not be statutory members but members by invite determined by the core membership with an emphasis to flexibility on wider membership appropriate to the area</p>	<p>Existing key members/partners of the LSB would be limited by the core membership proposal should this be applied.</p> <p>The introduction of core membership would mean that invited organisations do not have an equal footing and the concept of equality of membership needs to be retained for a successful collaborative working partnership and relationship. Equality is critical to the success of LSB delivering wider public service improvement outcomes.</p> <p>We recognise a core membership would provide an opportunity to hold budget holding organisations to account but focus must not be lost on how important each member of the LSB is to delivering improved outcomes,.</p>
5.	Welsh Government is proposing that there should be no barrier to two or more LA's agreeing to undertake integrated joint planning?	Joint planning across LA boundaries is welcomed where it can add real value and reduces duplication of work.
6.	<p>The Welsh Government proposes that LSB's could form sub groups known as 'delivery groups' with a statutory basis for delegated budgets for wider collaborative working e.g. regional collaboration fund.</p> <p>Linked to the above Welsh Government are proposing Welsh Ministers would have</p>	Consideration needs to be given to the statutory responsibilities for delivery as ultimately they will be accountable and the creation of delivery groups could create confusion and blur boundaries.

	powers to direct two or more LA's to undertake joint integrated planning as 'delivery groups' in particular for large scale cross boundary work e.g. Health, Police	
7.	Proposal that public finances cannot be spent effectively without regard to a strategic needs assessment and linking to wider frameworks such as public health, police and crime plans to form a firm evidence base of need that reflects well being	All spending should be evidence based and wider frameworks should be considered where value is added and where needs can be continually updated and becomes a part of regular activity other than a one off assessment of need.
8.	Proposal that 'Outcome based methodology' must be used in the development of the well being plan	An OBA approach is already very well embedded and used within Torfaen
9.	Proposals to consultation, engagement and participation on the strategic needs assessment and well being plans must include children and young people proposals for wider inclusion are – Fire and rescue services, national park authorities, Higher education institutions, further education corporations, community councils, RSL's, Welsh Government, Police and crime commissioners, Probation services DWP	Agree with the list provided and also local businesses should be consulted and 3rd sector organisations are also missing from the list.
10.	A clear linkage between corporate plans and well being plans is essential for effective delivery of services. Proposals are to ensure formal adoption of well being	Torfaen's Corporate plan mirrors the LSB single plan and the plans of other LSB organisations.

	plans by LSB bodies, and priorities identified within the well being plan are included in and resourced by their corporate plans	
11.	Where Welsh Government did not believe a strategic needs assessment or well being plan does not support improvements within a community, Welsh Ministers can in the first instance refer to scrutiny and if this fails to refer to the Auditors. Welsh Ministers have the power to require the well being plan be remade	<p>The LSB would not wish a decision to remake a plan to be based on national political choice without the adequate consideration of local needs.</p> <p>The expectation is a local plan that covers the significant issues reflecting the area. While the Welsh Government can indicate the issues that are of national importance, the LSB should ‘test’ by collecting robust information the extent to which those issues are locally important in addition to understanding any other local issues.</p> <p>A robust needs assessment should be carried out and if ministers believe that the well being plan does not support local needs, it should be remade.</p> <p>Therefore any decision to remake the plan should not be based on a political view based on national priorities but should be based on local need. If Welsh Ministers are to have the power to require the well being plan to be remade, then they would have to provide a standard of what they are assessing the plan against, including what is considered acceptable in a unified needs assessment.</p> <p>An issue that needs to be considered is the concept of resource allocation. A local authority based needs assessment and outcome planning would suggest resources being allocated locally. However there is a drive towards regionally allocated resources which can lead to problems in allocating resources to activity resulting from outcome planning.</p>
12.	A requirement for annual reporting of the outcomes and progress and include future changes reflecting the strategic needs assessment	Yes it should be reported on annually but because of the nature of outcome indicators, it should be recognised that there might not be an improvement in all the outcome indicators. However, the actions

	to inform the public and scrutiny requirements	can still be monitored and progress reported.
13.	Welsh Government expect scrutiny to be the effective body to scrutinise the well being plan and report via the 2011 Local Government Measure. Welsh Government are requesting views to whether LSB organisations should take responsibility for their own scrutiny	<p>LSB should have its own scrutiny panel reflective of the LSB partners and not just the local authority. One LSB partner holding the others to account would not be healthy.</p> <p>Peer scrutiny with other Local Service Boards is another option to be considered.</p>
14.	The Welsh Government are proposing the making of well being plans are aligned with the electoral cycle of local government and a full review undertaken the year proceeding.	<p>Torfaen LSB has mixed views on the proposal to link the well being plan cycle to the electoral cycle of local government and doing a full review in the preceding year.</p> <p>On the one hand, the Torfaen LSB has concerns that linking the decision over outcomes and outcome indicators to an electoral cycle could lead to a stop/start system of action. They felt it should therefore be a rolling plan, reviewed on an annual basis to take new things into consideration. An on going provision of data/information in the form of a needs assessment would allow for a rolling plan in which an annual review process can enable any changes that might be required as a result of the identification of positive or negative trends.</p> <p>On the other hand, there is a public accountability to the electorate if it is based on an electoral cycle and it is possible for the council to align the resources needed with its corporate plan and the electoral cycle. However, not all the partners are linked to the electoral cycle and it was difficult to understand how they would share in this type of accountability. For example the Police Crime Commissioner who is also democratically accountable but does not have the same election cycle.</p> <p>The group at first considered the proposal to be a link with the Welsh Government electoral cycle and</p>

		found this a more attractive proposal because more public service resources are allocated by the Welsh Government than by local government.
15.	The sustainable development bill white paper sets out a role for the Auditor General for Wales. Welsh Government are proposing this function should apply to LSB's and making of well being plans with attention to the process of decision making, outcome agreements and linkages to corporate plans	There would be no need for the Auditor General for Wales to be involved if there is sufficient local scrutiny.

Dear Minister

Pembrokeshire Local Service Board (LSB) comments on the Sustainable Development Duty and Collaborative Working discussion paper for LSBs

I am writing to you in my capacity as vice-chair of the Pembrokeshire Local Service Board. We had a detailed focus on the letter dated 21st February 2013 and associated discussion paper for LSBs at our 21st March 2013 meeting and I would like to share the Board's comments with you.

Overall, we do not agree that the proposals are necessary and we believe that they will make the process of local partnership working overly bureaucratic if implemented. The current guidance for integrated partnership working is sufficiently flexible to ensure that effective multi-agency collaboration delivers appropriate solutions to local need for the people of Pembrokeshire.

Members of the Pembrokeshire LSB do not feel that it would be beneficial to make LSBs a statutory partnership with prescribed core membership. We agree that the principal budget holding public service organisations should be members of the LSB along with the CVC and Welsh Government, as is already the situation in Pembrokeshire. Legislating for a defined core membership could become a complex process for Welsh Government officials that we feel would provide no additional value to our current position if achieved.

The rationalisation and simplification of previous partnership and planning requirements has been positive and we welcome the flexibility and focus on local priorities in the guidance for the production of single integrated plans. We do not feel it would be beneficial to re-brand future plans as Integrated Well-being plans and would encourage Welsh Government to retain the focus on Single Integrated Plans.

The ability of groups of LSBs to undertake integrated planning and form joint "delivery groups" is already available and being implemented where appropriate. We do not believe that providing these with a statutory basis would deliver added benefits to the people and communities support by the LSBs.

As the defining statement of strategic planning intent for the Local Authority area, the Single Integrated Plan needs to remain at a high strategic level that focuses on local need. This would not be enhanced by proposals for LSBs to include greater detail in the plans and for Ministers to have the powers to direct LSBs to focus on specific issues.

We agree that aligning the LSB's planning cycle with the local government electoral cycle would be beneficial and have already adopted this timeframe with the recently completed Pembrokeshire Single Integrated Plan 2013-18. A more streamlined, co-ordinated regulatory approach toward the new integrated plans from the various inspectorate bodies would also be welcomed.

In conclusion, the Pembrokeshire Local Service Board welcomes the support and guidance it has received from Welsh Government Ministers and officials during the development of the Single Integrated Plan and rationalisation of partnership structures. We believe that implementing the proposals detailed in the discussion paper are unnecessary.

Chris Martin
Vice-Chair, Pembrokeshire Local Service Board



28/03/13

Lesley Griffiths AC
Y Gweinidog Llywodraeth Leol
Llywodraeth Cymru
Bae Caerdydd
Caerdydd
CF99 1NA

Annwyl Ms Griffiths

**Y Ddyletswydd Datblygu Cynaliadwy a Chydweithio –
Papur trafod: Ymateb Bwrdd Gwasanaethau Lleol Ceredigion**

Yn ddiweddar, ystyriodd Bwrdd Gwasanaethau Lleol Ceredigion y papur trafod ynglŷn â'r Ddyletswydd Datblygu Cynaliadwy a Chydweithio. Gweler isod ein sylwadau:

- Roedd Bwrdd Gwasanaethau Lleol Ceredigion yn teimlo bod y papur trafod yn codi nifer o gwestiynau yn hytrach nag yn cynnig mwy o eglurder a nododd y Bwrdd fod manteision ac anfanteision i'r cynigion.
- Mae Bwrdd Gwasanaethau Lleol Ceredigion a'r bartneriaeth gefnogol wastad wedi sicrhau ymgysylltiad a chyfranogiad gan y Trydydd Sector a'r Heddlu a gwerthfawrogir eu cyfraniadau ac maent yn ganolog i'r gwaith. Mae risgiau o'u hepgor ond cydnabyddir gallu Llywodraeth Cymru i'w cynnwys. Croesawir hyblygrwydd lleol o safbwynt aelodaeth ac mae'n hanfodol bod y Ddyletswydd yn caniatáu digon o hyblygrwydd i'r Byrddau Gwasanaethau Lleol i benderfynu ynghylch yr aelodaeth gan ddibynnu ar anghenion a blaenoriaethau lleol.

Roedd partneriaid y Bwrdd Gwasanaethau Lleol na fyddai'n cael eu hystyried yn rhai statudol yn cefnogi'r angen i gynnwys cynifer â phartneriaid ag y bo modd i fynd i'r afael ag anghenion Ceredigion. Ymhlith yr enghreifftiau a godwyd oedd yr Heddlu, y Trydydd Sector, Addysg Bellach, Addysg Uwch, addysg ysgol, Canolfan Byd Gwaith a'r Adran Gwaith a Phensiynau.

- Cytunodd pawb y byddai'r cynigion yn cryfhau llywodraethu ac atebolrwydd mewn perthynas â gweithio mewn partneriaeth; fodd bynnag, mae angen egluro swyddogaeth yr Aelodau Etholedig ac mae cwestiynau ynglŷn â'u swyddogaeth ddemocrataidd o ran gwneud penderfyniadau.
- Mae'r amserlen arfaethedig ar gyfer y Cynllun Lles yn glir ac mae hyn i'w groesawu.
- Drwy osod yr angen i ddatblygu Cynllun Lles ar sail statudol, bydd hyn yn gwneud y

Cynllun yn fwy ystyrion. Fodd bynnag, bydd angen ystyried rhai o'r agweddau ymarferol a'r heriau yn nhermau'r berthynas rhwng gweithio'n lleol ac yn rhanbarthol a sut y gall y sefydliadau hynny sy'n gweithio'n rhanbarthol adlewyrchu Cynlluniau Lles nifer o ardaloedd.

- Fodd bynnag, codwyd pryderon ynglŷn â'r cynigion y dylai'r gweinidog "gyfarwyddo dau neu fwy o awdurdodau i ymgymryd â chynllunio integredig neu i sefydlu 'grwpiau cyflenwi' ar y cyd." Eto, dylid ystyried yr amrywiaeth a geir o fewn pob ardal awdurdod lleol – bydd nodweddion, anghenion a blaenoriaethau pob ardal yn wahanol ac mae angen adlewyrchu'r rhain trwy'r Byrddau Gwasanaethau Lleol a thrwy'r Cynlluniau Lles.
- Mae Paragraff 27 yn cyfeirio at adnoddau, gydag enghreifftiau o feysydd y dylid canolbwyntio arnynt, megis cynllunio'r gweithlu, cyfuno adnoddau – mae angen mynd i'r afael â materion sy'n gysylltiedig ag atebolrwydd a chyfrifoldeb.
- Fel y nododd y Bwrdd Gwasanaethau Lleol eisoes, mae angen i Lywodraeth Cymru sicrhau bod cydlyniad a chysylltiadau rhwng y Mesur ar Ddatblygiad Cynaliadwy, gan gynnwys y papur trafod, a deddfwriaethau arfaethedig eraill.
- Petai'r cynigion yn cael eu cynnwys yn y Mesur ar Ddatblygiad Cynaliadwy, gobeithir y bydd sefydlogrwydd tymor hir o safbwynt polisi ac y bydd y Byrddau Gwasanaethau Lleol a'r sefydliadau yn cael amser i ganiatáu i Ddatblygiad Cynaliadwy ymwreiddio ac i weithredu'r Cynlluniau, heb newidiadau pellach.
- Yn olaf, roedd y Bwrdd Gwasanaethau Lleol yn poeni bod deddfwriaeth ynglŷn â'r Byrddau Gwasanaethau Lleol a chydweithio yn cael ei chynnwys yn y Bil Datblygu Cynaliadwy.

Pe byddai eich swyddogion yn dymuno trafod yr ymateb hwn ymhellach, cysylltwch â Lowri Edwards - Lowri.Edwards@ceredigion.gov.uk neu 01545 572005.

Yn gywir



Y Cyngorydd Ellen ap Gwynn
Cadeirydd Bwrdd Gwasanaethau Lleol Ceredigion



28/03/13

Lesley Griffiths AM
Minister for Local Government
Welsh Government
Cardiff Bay
Cardiff
CF99 1NA

Dear Ms Griffiths

The Sustainable Development Duty and Collaborative Working – discussion paper: a response from the Ceredigion Local Service Board

The Ceredigion Local Service Board recently considered the discussion paper in relation to the Sustainable Development Duty and Collaborative Working. Please find below our comments:

- The Ceredigion Local Service Board felt that the discussion paper raises a number of questions rather than providing greater clarity and noted that there are both advantages and disadvantages to the proposals.
- The Ceredigion LSB and supporting partnership has always had good engagement and participation from the Third Sector and the Police and their contributions are valued and are integral. There are risks in their exclusion but acknowledge Welsh Government's ability to include them. Local flexibility in terms of membership is welcomed and it is critical that the Duty allows sufficient flexibility for LSBs to determine membership depending on local needs and priorities.

The LSB partners who would not be regarded as statutory were supportive of the need to include as many partners as is required in order to address the needs of Ceredigion, examples included the Police, Third Sector, FE, HE and school education and Job Centre Plus / Department of Work and Pensions.

- All agreed that the proposals would strengthen the governance and accountability in relation to partnership working; however, the role of Elected Members needs to be clarified and raises questions in relation to their democratic role in decision making.
- The proposed cycle for the Wellbeing Plan is clear and this is welcomed.
- By placing the requirement for developing a Wellbeing Plan on a statutory footing, it will make the Plan more meaningful. However, consideration will need to be given to some of the practicalities and challenges in terms of the relationship between local

and regional working and how those organisations who work on a regional basis can reflect the Wellbeing Plans of multiple areas.

- However, concerns were raised regarding the proposals for the Minister “to direct two or more local authorities to undertake integrated planning or form joint ‘delivery groups’”. Again, the diversity of each local authority area should be considered – the attributes, needs and priorities of each area will differ and these need to be reflected locally through the LSBs and through the Wellbeing Plans.
- Paragraph 27 refers to resources with examples of areas to focus on such as workforce planning, pooled resources etc. – there are accountability and liability issues that need to be addressed.
- As previously noted by the LSB, the Welsh Government needs to ensure that there is co-ordination and links between the SD Bill, including the discussion paper with other proposed legislation.
- It is hoped that should the proposals be included in the SD Bill, that there will be long term stability in terms of policy and that LSBs and organisations are given time to embed SD and deliver on the Plans, without further changes.
- Finally, the LSB was concerned that legislation in relation to Local Service Boards and collaborative working was being included in the Sustainable Development Bill.

If your officials wish to discuss this response further, please contact Lowri Edwards – Lowri.Edwards@ceredigion.gov.uk or 01545 572005.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Ellen ap Gwynn', with a long horizontal stroke extending to the left.

Councillor Ellen ap Gwynn
Chair, Ceredigion Local Service Board

Carmarthenshire Local Service Board response

The Sustainable Development Duty and Collaborative Working: discussion paper

Carmarthenshire Local Service Board welcomes the opportunity to respond to the proposals set out in the Sustainable Development (SD) Duty and Collaborative working discussion paper. Before providing comments on the specific proposals in the discussion paper we would also like to provide some feedback following our consideration of the wider SD white paper consulted upon recently.

SD White Paper

All LSB partners are fully supportive of the principles outlined in the white paper and in various ways a number of the individual LSB partners are already implementing those principles within their organisations to ensure sustainable provision for future generations.

A number of the LSB organisations are however concerned about the possible additional bureaucracy of implementing the new duties and the impact that this will have on organisations in terms of capacity and cost to deliver. In addition, there remains some confusion about the connection between the various Bills, white papers and green papers that have been published by Welsh Government during the last 12 months in particular. We would therefore ask that there is greater clarity about the inter-relationship between the SD Bill, Social Service Bill and possible Public Health Bill in particular given the focus in each on well-being.

SD Duty & Collaborative Working Discussion Paper

The discussion paper has been beneficial in outlining how the new SD duty could be used in practical terms to support collaborative working and decision making.

Carmarthenshire LSB was one of the first to publish an integrated plan and we are therefore fully supportive of this approach. The term 'Well-being Plan' is acceptable but we would question if this is a term that is understood by the general public.

The LSB is well placed to deliver on the SD agenda and through the integrated plan will focus on joint outcomes for the people of our area. We would therefore be concerned if the LSB membership was restricted to the local authority, local health board and police. We welcome the proposals to allow local flexibility on membership and we would urge that further consideration is given to ensuring representation of third sector, further education and higher education providers in particular. Education has a significant role to play in developing the economic, social and environmental well-being of an area and as such the education providers are key players on the LSB.

The statutory framework for LSBs is therefore supported however we would not be supportive of this framework adding unnecessarily to the regulatory burden on the LSB. The individual member organisations of the LSB will remain responsible for the delivery of services and therefore the regulatory requirements on the LSB should be kept to a minimum. The role of the Auditor General Wales is noted and we would ask that consideration is given to aligning and simplifying the audit requirements for individual LSB members.

Scrutiny of LSBs is already undertaken in Carmarthenshire through the Council's scrutiny committee process and we would welcome further discussion about the development of this function to include other LSB representatives.

We fully support aligning the Well-being Plan to the local government electoral cycle but would also note that longer-term decision making needs to be considered and reflected by the plan.

Rhondda Cynon Taf CBC Headquarters,
The Pavilions,
Cambrian Park,
Clydach Vale,
Tonypany.
CF40 2XX

28th March 2013

Dear Mr. Paul Harrison,

RE: The Sustainable Development Duty and Collaborative Working

Thank you for the opportunity to respond to the discussion paper for Local Service Boards on the Sustainable Development duty and collaborative working. Partner organisations have separately submitted responses to the consultation on the Sustainable Development Bill, therefore, this response relates specifically to the implications of that discussion paper, and not to the wider White Paper proposals. Feedback, from a Rhondda Cynon Taf (RCT) LSB perspective, is detailed below.

1. General Comments

- 1.1 Referring to pages 1-2 of the discussion paper (“Policy Background”), in general, the LSB agree with the sentiment that this proposal will simplify the current complex legislative framework associated with local partnership working. In RCT, partners have come some way along this process with the recommendations of the Strategic Partnership Review¹ implemented, and the advent of the new Single Integrated Plan, “Delivering Change”.
- 1.2 There is also agreement to the notion that this will strengthen the governance around partnership working, and the need to maintain a clear line of sight to local democratic processes and the role of elected members.
- 1.3 There is uncertainty about what grants are being referred to in paragraphs 1 and 3. A significant number of grants remain outside of the Local Government Revenue Support Grant; therefore, some clarity would be useful here.
- 1.4 With regard to pages 2-3 (“Policy Intent”), the idea that the “overarching architecture of integration” is made statutory is welcomed. As such, the LSB are in agreement with the intention to widen the scope of integrated planning beyond the range of specific duties set out in existing legislation. The existing legislation has been useful, and partnership working in the County Borough has historically been very successful within these legislative boundaries. However, the LSB has continuously sought improvement and focused on the wider determinants of well-being in RCT. The ability to break these constraints provides partners with an impetus to encourage others to appreciate the wider economic, social and environmental long-term well-being of the area.
- 1.5 Paragraphs 9-10 (p3) state that Welsh Government proposes a flexible statutory framework for partnership working, allowing any emerging requirements to fit into the framework in future. The LSB agree that this framework should be flexible and believe in avoiding the invention of new arrangements. However, the framework should also be adaptable. Outdated requirements should be removed as appropriate, and if the

¹ Please contact [Heledd Morgan](#) for a copy.

framework is not fit for purpose or requires adaptation, this should be done in an inclusive way, involving partners across Wales.

- 1.6 Similarly, it would be useful to have reference to existing legislative frameworks (such as the Local Government Measure 2009 / Wales Programme for Improvement), to map how contradictory guidance may conflict with current service delivery.

2. Integrated Well-being Plans

- 2.1 With reference to paragraph 13 (p3-4), it is felt that other planning duties as outlined in the Annex to *Shared Purpose-Shared Delivery* should be replaced by a Single Integrated Plan or “Well-being Plan”. The main driver for producing one plan was reducing bureaucracy and rationalising partnership working (with reference to the Minister’s letters on 15th November 2011 and 19th June 2012), therefore, retaining other planning duties is seen to be counter-productive in this respect.

- 2.2 The LSB are in agreement with the proposals that the local authority should convene a statutory partnership. It is strongly advised that the voluntary sector and Welsh Government should be represented on these partnerships across Wales. In RCT, excellent strategic links with the voluntary sector have been established, and there is a good working relationship with Welsh Government. For example, the current Single Integrated Plan has been produced very much in partnership with the voluntary sector and with input from the Welsh Government.

The voluntary sector and Local Government have to work together more frequently, and the implications of this (planning shared outcomes / demonstrating success) should be recognised and monitored under strategic guidance. Furthermore, recent funding in convergence areas for “Making the Connections” officers will be threatened by omitting the voluntary sector as a statutory LSB partner. It is felt that giving local authorities the choice also creates an inequity of approach (particularly for the voluntary sector) across Wales.

- 2.3 In relation to paragraph 16, it is thought that LSBs should continue to have the local discretion of inviting relevant organisations or individuals as deemed appropriate.
- 2.4 The titles given to “Local Service Boards” and “Well-being Plans” should also be down to local discretion. “LSBs” and “Well-being Plans” are sufficient terms for policy and guidance, providing a common language across Wales. But prescribing names for both to be used on a national basis is seen as irrelevant to the wider policy implications.
- 2.5 Regarding joint integrated planning, or regional working (paragraphs 17-19), local authorities should be able to undertake planning jointly with any barriers removed. However, there needs to be further clarity on where the Regional Collaboration Boards fit in to these proposals. RCT and Merthyr Tydfil have operated a “Joint Local Service Board” for several years, which became the “Cwm Taf Regional Collaboration Board” in January 2012, Chaired by Chief Constable Peter Vaughan.

This Board currently co-ordinates work linked to the three National Work programmes and links to the Public Services Leadership Group (PSLG). There are also six regional projects being carried forward by the Board, which are reported to the PSLG. As well as these arrangements, there are joint regional teams, joint regional delivery groups and joint commissioning boards e.g. the Substance Misuse Area Planning Board; as well as work undertaken outside of the Cwm Taf “footprint”. In line with the emphasis on

reducing bureaucracy, further clarity on the role and relevance of “joint delivery groups” and their link to Regional Collaboration Boards would be helpful.

- 2.6 It is also unclear why Welsh Ministers should have the “powers to direct two or more local authorities to undertake integrated planning or form joint ‘delivery groups’” (paragraph 18, p4). There are already examples of excellent collaborative working, which have tended to happen organically and/or when the need has arisen. A direction to undertake integrated planning could be seen as overly-prescriptive and potentially have the negative unintended impact of restricting other (undirected) joint planning or delivery.
- 2.7 Paragraph 20 raises the notion that preparation and delivery of a “Well-being Plan” should fall more equally on all LSB partners. However, it also states that the Revenue Support Grant will be the main funding stream for support and convention of the Board. It is unclear how the continuation of this arrangement would lead to “preparation and delivery of the Well-being Plan” falling “more equally on all LSB members than is the case in practice under existing community planning legislation” as the Revenue Support Grant sits with the Local Authority. In addition, the Revenue Support Grant is unhypothicated and clarity around exactly where, when and how much funding was included to support partnership working would be helpful.
- 2.8 The proposed functions of the LSB are broadly adequate, but much more detail will be required to ensure an understanding and common approach across Wales. There is also no mention of the LSB embodying the principles of sustainable development.
- 2.9 The partners of the LSB agree that the Strategic Needs Assessment is an important element to integrated planning and that there is a need to build capacity and expertise across partner organisations to enable better usage of information. There is also a need for a system that can cope with the requirements of such an assessment. The current strategic needs assessment for RCT, “Understanding What Matters” is a very valuable document. However, as with other needs assessments across Wales, it is out of date before it has been fully studied and analysed.

This point links to paragraph 25 (p6), as the proposed analysis of data at a neighbourhood level is a sophisticated approach. A needs assessment should be as detailed as possible and where appropriate, the LSB will target local areas or “neighbourhoods”. However, Welsh Government should not restrict delivery only within this methodology, as it will not suit all aspects of integrated planning and delivery.

- 2.10 In respect of building capacity and developing an appropriate system for assessing need, it would be useful to have support from a Sustainable Development Body. There is concern that the Body may not have enough capacity to provide the support outlined in the White Paper Bill and the discussion paper. Nevertheless, the role of the Body in drawing on international best practice and encouraging the long term dimension of sustainable development would be particularly helpful² in this instance. In addition, the LSB agree that this Body should be independent of the Welsh Government.
- 2.11 There is little issue with the proposal in paragraph 24 (p5-6), whereby Ministers may be able to accelerate public service responses to emerging issues. This has already been done with some success with things like the 10,000 Safer Lives project. This further emphasises the need for statutory Welsh Government representation on LSBs.

² [Sustainable Development Bill – White Paper](#) – paragraphs 3.10-3.11, pp14.

2.12 Regarding paragraph 27 (p6), the level of detail required to allocate resources was seen as too complex for the current Single Integrated Plans. It is felt that again, inclusion of financial details within “Well-being Plans” should be down to local discretion. Some LSB partners may prefer to outline this in their corporate / business plans, rather than in the “public-facing” Single Integrated Plans.

2.13 Significant work is ongoing in RCT around involving residents in the planning, delivery and evaluation of public services. For example, the County Voluntary Council (Interlink RCT) has led on the Public Engagement Strategy of the Single Integrated Plan. This involved carrying out research with the public and with organisations to determine the levels of engagement currently in the County Borough. The results provided a useful baseline for improvement and the LSB is working to deliver the priorities within the Single Integrated Plan section “Involving People”.

Furthermore, partners in RCT and Merthyr Tydfil are carrying out a joint European Social Funding project on consultation and engagement. This includes the funding for two new posts to develop consultation and engagement across both County Boroughs, the development of a “Consultation Hub” that will bring together consultation activity across the partner organisations in both County Boroughs, allowing the sharing of information and contacts, plus rollout of the ‘Viewpoint’ young person’s survey in Merthyr Tydfil.

2.14 Therefore, with reference to consultation, engagement and participation (paragraph 28, p6), it is felt that although consultation on the Plan content is necessary; it is not enough when citizens must be the centre of planning, designing and delivery services to truly reflect need.

2.15 The LSB agree that there should be a clear line of sight between corporate plans and the “Well-being Plan”, and that outcome-based methodologies provide a framework for such an approach (paragraphs 29-30).

2.16 With regard to an annual report, it is the view of the LSB that this provides a useful review of progress, highlights any “blockages” and gives an opportunity to make changes in the following year. Paragraph 32 (p7) refers to annual reports sometimes being “bureaucratic exercises which add little value”. This is often when the Wales Audit Office or Welsh Government are very directive on what an annual report should contain. Perhaps giving LSBs the choice of format for annual reports (e.g. annual events with a record of proceedings; published annual summaries with a technical paper; a collection of progress report cards from LSB meetings throughout the year; case studies etc.) would eliminate the issue of the annual report being bureaucratic and onerous.

2.17 In RCT, the LSB Scrutiny Working Group has been established to scrutinise LSB sponsored activity. This group consists of representatives from partner organisations, as well as Elected Members. Therefore, we agree that the “Well-being Plan” and the annual reports (in whatever format) should be subject to scrutiny via a local government scrutiny committee (paragraph 33). It is our intention that, in RCT, the LSB as accountable body for the Single Integrated Plan, will be scrutinised in terms of progress by this group throughout the year.

2.18 Paragraph 34 (p8) raises the issue of aligning “Well-being Plans” with the local government electoral cycle. The LSB can appreciate the logic behind this, in terms of an element of consistency during one Cabinet’s political term. However, there are some concerns with this approach. Firstly, this suggests a rigid planning cycle, when the motivation behind the Single Integrated Plans were around actions based on need and long-term outcomes (which may not be achieved in five years). Secondly, in relation to

this point, there is a possibility that some “Well-being Plans” will change dramatically with the newly elected Cabinet. This approach will mean a more politicised process, which may not be agreeable to all other partner organisations.

- 2.19 Lastly, the strategic needs assessment should not be “fully revised” in the year prior to local authority elections, it should be a dynamic and ongoing process throughout the term of elected members. This, again, suggests rigidity to what is trying to be achieved in an ever-changing external environment.
- 2.20 The LSB agrees with the proposals around the Auditor General Wales. More clarity is required around how outcome agreements will be linked to “Well-being Plans. Further guidance on the scope of Outcome Agreement as well as the implications for partners and they might work in practice would be helpful to inform this aspect of the response.

Many thanks for the opportunity to express our views as a Local Service Board. We look forward to being engaged in further discussions on the Sustainable Development duty and collaborative working.

Kind regards,

A handwritten signature in black ink, appearing to be 'Keith Griffiths', written over a horizontal line.

Keith Griffiths

Chair of the Rhondda Cynon Taf Local Service Board



10/04/13

Lesley Griffiths AC
Y Gweinidog Llywodraeth Leol
Llywodraeth Cymru
Bae Caerdydd
Caerdydd
CF99 1NA

Annwyl Ms Griffiths

Y Ddyletswydd Datblygu Cynaliadwy a Chydweithio – Papur trafod: Ymateb Cyngor Sir Ceredigion

Yn ddiweddar, ystyriodd Aelodau Cyngor Sir Ceredigion y papur trafod ynglŷn â'r Ddyletswydd Datblygu Cynaliadwy a Chydweithio. Gweler isod ein sylwadau:

- Yn gyffredinol, mae Cyngor Sir Ceredigion yn bodlon gyda'r hyn y mae'r papur trafod yn ei gynnig, ac y mae yn adeiladu ar y gwaith sydd eisoes wedi cychwyn o ran cynllunio integredig a'r profiad da o cydweithio gyda'n partneriaid yng Ngheredigion.
- Wrth feddwl am y profiad yna o gydweithio, mae'n bwysig na fydd y Dyletswydd yn cyfuno aelodaeth Byrddau Gwasanaethau Lleol yn y dyfodol, gan feddwl yn benodol am y partneriaid hynny na fydd yn rhan ohono e.e. y Trydydd Sector, yr Heddlu ac hefyd Adran Gwaith a Phensiynau.

Er mwyn mynd i'r afael gyda wir anghenion Ceredigion, mae angen mewnbwn y partneriaid priodol ac felly dylai'r Dyletswydd rhoi digon o hyblygrwydd i ni yn lleol ac nid ein cyfyngu yn ormodol. Mae hyn yn cefnogi barn y Bwrdd Gwasanaethau Lleol yng Ngheredigion sydd eisoes wedi ategu yr angen am hyblygrwydd i benderfynu ei aelodaeth ar sail anghenion a blaenoriaethau lleol.

Mae rôl y partneriaid hynny nag sy'n cael eu hystyried yn statudol yn bwysig yma yng Ngheredigion, gan feddwl am natur y Sir a'r mewnbwn positif y gelli eu cyfrannu i fynd i'r afael a'r anghenion, fel enghraifft, Addysg Bellach, Addysg Uwch, addysg ysgol, y Llyfrgell Genedlaethol, Cyfoeth Naturiol Cymru – y rhain i gyd a rôl pwysig i chwarae yn y Cynllun Sengl Integredig sydd eisoes wedi ei gytuno.

- Cytunodd pawb y byddai'r cynigion yn cryfhau llywodraethu ac atebolrwydd mewn perthynas â gweithio mewn partneriaeth; fodd bynnag, mae angen egluro swyddogaeth yr Aelodau Etholedig ac mae cwestiynau ynglŷn â'u swyddogaeth ddemocratiaidd o ran gwneud penderfyniadau. Mae angen atgyfnerthu rôl democratiaeth yr Aelodau mainc cefn ac felly pwysigrwydd rôl Craffu yn y broses.

- Mae'r amserlen arfaethedig ar gyfer y Cynllun Lles yn glir ac mae hyn i'w groesawu yn enwedig fan ei fod yn unol a gweinyddiaeth Llywodraeth Leol.
- Fodd bynnag, codwyd pryderon ynglŷn â'r cynigion y dylai'r gweinidog "gyfarwyddo dau neu fwy o awdurdodau i ymgymryd â chynllunio integredig neu i sefydlu 'grwpiau cyflenwi' ar y cyd." Eto, dylid ystyried yr amrywiaeth a geir o fewn pob ardal awdurdod lleol – bydd nodweddion, anghenion a blaenoriaethau pob ardal yn wahanol ac mae angen adlewyrchu'r rhain trwy'r Byrddau Gwasanaethau Lleol a thrwy'r Cynlluniau Lles. Mae'n wir i ddweud bod yr anghenion o fewn rhanbarth yn amrywio o ran graddfa, ac felly, er mwyn sicrhau bod pob partner yn mynd i'r afael ag anghenion trigolion a chymunedau Ceredigion, mae'n bwysig for Byrddau Gwasanaethau Lleol yn parhau ar lefel Sirol.

Wrth gwrs, nid yw hyn yn gwahardd unrhyw cydweithio yn rhanbarthol ble mae na anghenion ag atebion cyffredin ac felly budd i pob partner.

Pe byddai eich swyddogion yn dymuno trafod yr ymateb hwn ymhellach, cysylltwch â Lowri Edwards - Lowri.Edwards@ceredigion.gov.uk neu 01545 572005.

Yn gywir



Y Cynghorydd Ellen ap Gwynn
Arweinydd, Cyngor Sir Ceredigion

Daniel Jones
Welsh Government
Cathays Park
Cardiff
CF10 3NQ

28th March 2013

Dear Mr Jones

Cardiff Partnership Response: - Proposals to simplify legislation and strengthen LSBs within the Sustainable Development Bill

The Cardiff Partnership welcomed the opportunity to comment on the White Paper proposals for a Sustainable Development Bill and formally responded to the Welsh Government earlier this month.

Our response emphasised the importance of collaboration in achieving shared outcomes. As you will be aware, the new approach to collaboration in Cardiff provides clear governance arrangements for partnership working. In this way, we strengthened our partnership governance framework and secured better decision making to improve wellbeing in the city.

The Partnership welcomes the recognition within the Bill that public service providers are required to work together at community, local and regional levels in order to achieve shared outcomes. This level of collaboration is essential to achieving the outcomes that matter most to citizens.

We therefore strongly endorse the proposals to strengthen the role of Local Service Boards and simplify the legislation relating to partnership working. The comments below relate to the specific proposals highlighted in the discussion paper.

Community leadership role of local government

The Cardiff Partnership supports the recognition of the community leadership role of local government in convening the strategic partnership arrangements and preparing an integrated plan. However, the duty should also be expanded to include the requirement for the other named statutory partners (i.e. Health and Police) to ensure that there is full engagement with the process. In addition there also needs to be a balance between what it is appropriate to include in the proposed legislation and what is more appropriate to be included in guidance documents to provide some element of flexibility to accommodate local approaches and innovation.

There should also be recognition that the secretariat support required for facilitating and developing the plan carries a substantial resource implication- particularly in terms of officer time- which needs to be balanced against the ongoing reduction in budgets going forward.

The requirement to prepare an Integrated Plan

The Cardiff Partnership supports the proposal that the responsibility for preparing and adopting an integrated plan should rest with the named statutory partners; the local authority, health and the police. However, there should also be clear expectations that the third sector, other partners such as Community Councils and also communities themselves are given an opportunity to actively engage in the process.

We would prefer therefore that the Plan has a more clearly defined title such as “Area Strategy” given that proposed title of a “Well-being Plan” does not reflect the strategic or geographical nature of the document.

Local Service Board – membership, area covered, operation and broad functions

The Cardiff Partnership welcomes the proposed flexibility which allows local determination of arrangements to reflect the needs of an area. It is important that any partnership mechanisms are manageable in their size to enable effective consideration of key issues as well as ensuring appropriate strategic decision making capacity.

Cardiff further welcomes the opportunity to convene joint arrangements for collaborative working and commissioning to deliver shared outcomes. Again, these arrangements should be subject to local discretion in response to any business case which demonstrates the benefits of collaborative working.

Whilst it is recognised that the local authority would have a duty to provide secretariat support there needs to be an acknowledgement that there are resources required to be able to undertake this role effectively. It should also be highlighted that whilst reference is made within the discussion paper to previous funding incorporated into the Revenue Support Grant, it should be understood that these budgets have also been subject to the year on year reductions which local authorities have had to introduce in view of the current economic climate to meet the demands of statutory provision. In addition, there have also been both growing demands on existing services and the introduction of increased legislative requirements on partners which often do not come with any additional resources. Certainly the Welsh Government’s LSB Development Grant has been a welcomed resource in facilitating the significant progress which has been made in Cardiff and there is concern that this will end in 2014/15. Inevitably, the ability to provide partnership support will be a continuing challenge going forward if this funding does not continue.

The LSB

The Cardiff Partnership supports the proposed functions highlighted within the discussion paper. However, we would also like to highlight that one of the most important roles of LSBs when they were set up was to unblock barriers to change. It is critical that LSBs are not expected to adopt or oversee every new agenda or initiative being directed towards them so as they become subsumed by a mass of information requiring reactive responses. Most of the key issues should be considered by individual partners or services as part of the 'day job' and it is only the key priorities which require strategic leadership which should be the focus of LSBs.

Strategic Needs Assessment

The Cardiff Partnership firmly believes that **one** strategic needs assessment should be undertaken and all LSB members should be jointly required to inform its development. This assessment should also form the evidence base for other policies and programmes which local partners are required to develop.

The making of the Plan

The current position is that the Single Integrated Plans (SIPs) and Local Development Plans are being prepared on different timescales which makes it difficult for them both to stand alongside each other. There also needs to be recognition that the LDP in its 'preferred strategy' stage is looking at strategic land-use implications whilst the SIPs can drill down into very localised issues in response to the priorities highlighted in the needs assessment. However, despite these practical challenges the Cardiff Partnership supports the fact that the issues and inequalities highlighted by the SIP should be factored in to the planning framework so as sustainable communities are promoted in any future developments.

Consultation, engagement and participation

The Cardiff Partnership supports the list of named consultees identified but would suggest that representatives of the third and private sectors should also be included.

Adoption and management of the Wellbeing Plan

The Cardiff Partnership agrees that there should be alignment between the SIP and the Corporate Plans of LSB organisations. An outcomes based methodology should also form the basis for performance management of delivery.

Reporting

The Cardiff Partnership supports an annual review process which enables an assessment of progress to be undertaken and also to review the partnership's priorities in light of any changing demands.

Accountability

The mechanism for Scrutiny of the SIPs and partnership working should be determined locally with regard to whether this should be done by existing Local Authority Committees or by a separate LSB Scrutiny Panel.

Timing and Review

Proposals to align the strategic planning cycle with the local electoral cycle would represent a progressive step forward. A new administration will clearly be elected on the platform of manifesto commitments, and it is important that local delivery arrangements reflect these priorities. This is significant because partnership arrangements must accommodate and reflect the local democratic process and recognise local members as important representatives of local views.

Role of Auditor General Wales

Whilst the Cardiff Partnership recognises the important work undertaken by Regulators and Inspectorates, there needs to be a joint inspection programme established to avoid duplication of effort with regard to reviewing partnership working. Currently a number of regulators consider many of the same partnership issues which involve a large number of staff. Cardiff Partnership would not wish to see this proposal becoming a further layer of inspection which places yet another burden on public services. The role of the Auditor General Wales in considering LSBs also needs to be reviewed in light of the work which Scrutiny will be undertaking and what extra value will be added.

Simplification

The Cardiff Partnership welcomes the Minister's approach to simplifying the legislation that underpins partnership working and strengthening the role of LSBs. It represents an important step forward in unlocking local capacity to collaborate more effectively to achieve shared outcomes.

We trust you will find this response useful and we look forward to working with the Welsh Government in taking this important agenda forward.

Yours sincerely



Councillor Heather Joyce
Leader of Cardiff Council and
Chair of the Cardiff Partnership Leadership Group

The Sustainable Development Duty and Collaborative Working

Blaenau Gwent Local Service Board Response



BWRDD GWASANAETH LLEOL
Blaenau Gwent
LOCAL SERVICE BOARD

Context

The Letter from the Minister for Local Government & Communities and supporting documentation was received by LSB members outlining The White Paper on the proposed Sustainable Development Bill prior to the Blaenau Gwent Local Service Board (LSB) Meeting in March 2013.

The letter and paper contained the proposal to put integrated planning on a single, statutory footing, with the intention of simplifying the framework within which local partners work together to improve well-being and ensuring that such collaboration embodies the principles of sustainable development. The Blaenau Gwent LSB made the following observations:

Overall, the LSB agreed that the proposals would strengthen the governance and accountability in relation to partnership working.

In relation to '*The Requirement to Prepare an Integrated Plan*' (Paragraph 13):

- Observation that 'Well-being' may not be fully understood in that it may be interpreted as having a health focus and associated back to Health, Social Care and Well-being Plans. However, there were no real strong views on the name.

In relation to *The Local Service Board – membership, area covered, operation and broad functions* (Paragraph 14 to 20).

- The LSB members felt that there is clear value on the third sector being part of the Local Service Boards. Also, that consideration needs to be given to the role of Further Education as they are going to be part of the third sector, and how they should feature in the LSB.
- In reference to local flexibility for LSBs, the legislation needs to ensure that membership is seen as being 'inclusive' nature rather than 'exclusive'. Blaenau

Gwent Local Service Board has taken an inclusive approach to the way it has developed its membership since its inception in 2009, for example the Department of Work and Pension/JobCentre Plus are representatives on Blaenau Gwent LSB, due to local circumstances.

- Consideration will need to be given to some of the practicalities and challenges in terms of the relationship between local and regional working, which will be particularly important for those organisations who work on a regional basis.

In relation to *Making of the Plan* (Paragraph 26 and 27).

- The LSB acknowledged that there are issues as outlined in paragraph 27, and that accountability and liability issues would need to be addressed in developing a 'Well-being Plan'.

In relation to *Consultation, engagement and participation* (Paragraph 28).

- The Local Service Board noted the need for a commitment to engage people and communities, however consideration needs to be given to ensure that engagement is meaningful in the development of the 'Well-being Plan'.

In relation to *Adoption and management of the Well-being Plan* (Paragraph 29 to 31).

- The Blaenau Gwent LSB has strongly made the point about the need to improve that way that member organisations' corporate plan need to reflect Single Integrated Plans, and this would be an opportunity to ensure that this is more effective for 'Well-being Plans'.
- In relation to Welsh Minister powers relating to 'Well-being Plans' being remade, the LSB outlined that there would need to be some clarification on the criteria/parameters of what would be deemed as not good enough.

In relation to *Reporting* (Paragraph 32).

- Consideration needs to be given to the purpose of the annual report, in that who would be the intended audience, for example. is it intended to be citizen focused and reporting back on progress. It was felt that the report would need to avoid the risk of becoming an internal bureaucratic process. Consideration will need to be given to the synergy with other annual reporting mechanisms for member organisations.

In relation to *Accountability* (Paragraph 33).

- Discussion focused on the need to ensure that the appropriate links between the new scrutiny measure, which is looking to strengthen the role of Local Authority scrutiny committees and outline the role of designated persons in other non-LA organisations. It was seen as important that these pieces of legislation complement each other.

In relation to *Timing and Review* (Paragraph 34)

- There were some views on the electoral cycle, and that this may make more sense for Councils rather than other LSB Member Organisations, but there was acknowledgement of the important link to local democratic processes and representations.

In relation to *Role of Auditor General Wales* (Paragraph 35).

- Consideration needs to be given to the potential limitations on how current audit and inspection bodies such as the WAO are placed to audit against shared outcomes, and how this inspection and regulation role will fit with those that already exist in LSB member organisations.

Please note that some individual members will be responding (or already have responded) as individual organisations.

WLGA Response

The Sustainable Development Duty and Collaborative Working: Discussion paper for Local Service Boards March 2013



General comments

1. The WLGA welcomes the opportunity to respond to the Welsh Government's consultation on potential reforms to Local Service Boards through the Sustainable Development Bill. The Welsh Government's approach to developing its policies around Local Service Boards and SIPs has been welcomed as it is an approach that has been based on co-production, engagement and learning from local innovation.
2. Local authorities and their partners have embraced the concept of integrated planning. As recognised in the discussion paper, the development of the approach was in fact led by local public service organisations. We are now in a position where all areas will have a Single Integrated Plan (SIP) in place by April 2013 and there are numerous examples of how partnerships are reconfiguring their delivery structures in innovative ways in order to facilitate successful implementation.
3. In relation to sustainable development (SD), LSBs recognise the similarities between its principles and those of integrated planning. Specifically, the focus on improving the long term social, economic and environmental well being of an area, supported by effective decision making, collaboration and prevention and early intervention are common to both. Given this coherence, it is no surprise that LSBs either explicitly or implicitly feature SD as part of what they do.
4. Moreover, whilst there are changes to the planning process the broad responsibilities are not new. Local authorities' powers to improve the social, economic and environmental well-being of an area are well-established, as is the duty to prepare a community plan with 'long-term objectives in relation to the area for contributing to the achievement of sustainable development' (Local Government Act 2000). Similarly, local authorities' improvement duties under the Local Government (Wales) Measure 2009 relate to making '...arrangements to secure continuous improvement in the exercise of its functions...[and] must have regard in particular to the need to improve the exercise of its functions in terms of...strategic effectiveness [i.e. objectives of community strategy]...[and] sustainability..'
5. Given the existing statutory underpinning of the strategic planning framework, the WLGA therefore supports the Welsh Government's

proposal to streamline and simplify the legislative basis for the reformed approach to local strategic partnerships and planning and welcomes this early opportunity to consolidate the statutory provisions within the Sustainable Development Bill.

6. However, it is worth highlighting that innovation and local flexibility have been a key feature of the development of community planning, the transition to SIPs and the evolution of LSBs. Given the progress on the new elements of integrated planning combined with the ongoing commitment to the longstanding responsibilities, additional statutory duties on LSBs seem unnecessary and could prove counterproductive.
7. The success of LSBs can in part be attributed to the high degree of commitment from members and the freedom to shape arrangements according to local need. Whilst the WLGA supports the principle of statutory LSBs (as outlined above, most of the partners are statutory bodies already), in practice adding to the existing statutory provisions may add burden and reduce local discretion. Some of the consultation paper's proposals could be better placed in statutory guidance rather than on the face of a Bill, which would give the Welsh Government more discretion and flexibility to innovate and update according to local experiences as LSBs and SIPs continue to develop.
8. LSBs are fundamentally based on embedding effective relationships between public service organisations. A number of local consultation responses have therefore questioned whether placing LSBs on a statutory footing would encourage or engender effective relationships or, conversely, encourage a looser compliance-based approach to relationships and joint working. Similarly, it should be noted that local authorities (and increasingly their public service partners) are looking to and are expected to collaborate across regions as well as within communities and local authority areas.
9. There are also some concerns about the expectations placed on SIPs in delivering national policies. SIPs are informed by extensive needs assessment and public engagement; they are rooted in places and communities and this is their strength.
10. The WLGA has previously raised issues around the duplication of well-being provisions. In our response to the consultation on the Sustainable Development Bill White Paper we encouraged Welsh Government to consider whether there is scope to bring elements of these key pieces of legislation together to ensure consistency of approach at the 'core'.
11. Building on the previous point, the Welsh Government need to ensure a corporate approach to joint (service) planning duties, considering how any future proposed strategies or plans relate to the SIP in order to facilitate local coherence and prevent a return to fragmentation and duplication.

Specific comments

Community leadership role of local government/ the requirement to prepare an integrated plan

12. As rightly identified in the discussion document the need to convene a partnership (which would take the form of an LSB) and adopt a SIP for each area, is 'existing practice'. However, given the proposed changes updating legislation to reflect this makes sense.
13. The Welsh Government's reaffirmation of local authorities' community leadership role is welcomed.
14. We support the change of title to Well-being Plan from SIPs, notwithstanding the wider issues of aligning the Welsh Government's policy agenda around 'Well-being' as noted in paragraph 10 above.

The Local Service Board – membership, area covered, operation and broad functions

15. We agree the core membership should comprise the 'principal budget holding public service organisations'.
16. However the inevitable emphasis on statutory bodies that a statutory LSB process would entail has caused some concern from other partners, notably the third sector, that their role is downplayed. The Welsh Government should seek to counter this perception by ensuring that these key partners remain involved in both strategic decision-making and operational delivery. This could be achieved by placing a duty on statutory partners to invite relevant third sector representative bodies to participate in the LSB.
17. A number of LSBs have described the value of having a Welsh Government representative as a core member and are keen that this continues.
18. We strongly agree that there should be as much flexibility as possible with regard to the wider membership of the LSB (beyond those described above). Local partnership structures vary from one area to another and where organisations best fit into that structure should be left to local discretion.
19. We support the commitment to removing barriers that might prevent LSBs from collaborating. However, it is worth noting the need to balance the benefits of scale and those of working closely with communities. The bigger the geographical area the more challenging it could be to engage extensively and routinely with local communities. A neighbourhood approach, linked to Communities First, could provide a solution to this but how best to configure this is a matter for local determination.

20. A number of LSBs already work together across boundaries and some have merged. The proposal for Ministers to have powers to 'direct two or more local authorities to undertake integrated planning or form joint delivery groups' is therefore unnecessary as this already happens organically. Whilst Ministers might seek to encourage and provide support for such developments, powers of direction would not be appropriate and would undermine the spirit of partnership working. Due to the complexity of working across geographical and organisational boundaries local partners need the flexibility to deliver in multiple directions, depending on the issue.

The LSB

21. Reference to 'delivery' in the list of proposed main functions is limited to joint commissioning and using an outcomes-based performance framework and this should be expanded. One of the LSB's main functions, and that of the Well-being Plan in particular, is to inform and shape individual organisations' own approaches to business and delivery or services (whether commissioning of services or otherwise) within a coherent and common strategic vision; joint delivery or joint commissioning should therefore be described within this broader context.

22. In many areas LSBs have led the rationalisation and reconfiguration of partnership structures and new delivery models have been introduced, which they oversee. Ensuring there is an effective structure in place that is capable of delivering the outcomes identified in the Well-being Plan should be a primary function of the LSB.

The strategic needs assessment

23. There is widespread support for the increased emphasis on a high quality evidence base. However, it is widely recognised that capability and capacity will be required to develop sophisticated partnership intelligence. Areas are already building on existing needs assessments and analyses and improving the sharing of information but taking this further is likely to be challenging and resource intensive. LSBs will be looking to develop ongoing, up-to-date intelligence that can support their decision-making over the short and long term and improve equality impact assessments. We agree the Sustainable Development Body has the potential to provide useful support and guidance in this area.

24. The WLGA does not support the proposal to include a power to direct LSBs to undertake 'specific analyses of policy issues or the needs of specific groups in their area, so that appropriate national and local responses can be developed'. Such Ministerial powers would be excessive and there is also the issue of who would be directed or held to account, who in the LSB had the relevant capacity or skills and how such additional workload would be resourced by the Welsh Government. In instances where the Welsh Government required such information, much of the evidence and

intelligence would already be available within LSBs and, if not, the Welsh Government might seek to *commission* rather than *direct* LSBs (or relevant partners) to undertake specific analyses as outlined in the paper.

Making the plan

25. The importance of linking the Well-being Plan and the Local Development Plan (LDP) could be strengthened. The move away from community strategies, which had a reputation for being less 'tangible' and based on less stringent requirements than LDPs, towards Well-being Plans should represent an opportunity to re-engage with LDPs.
26. Whilst local government and partners are supportive of outcomes-based approaches to performance management, it is worth noting that these frameworks are relatively new and are still bedding in. It will be important to share learning, adapt and refine how partnership working is performance managed using outcome-based approaches. The Sustainable Development Body could have a role in providing support here but legislation on this seems unnecessary, particularly given that these outcomes-based approaches have been widely adopted and are subject to ongoing development.

Consultation, engagement and participation

27. Many LSBs are developing strategic approaches to consultation and engagement, drawing a range of activity together to reduce 'consultation overload' and duplication. Equality legislation in Wales, for example, places a duty on listed public authorities to engage, meaning there are opportunities to join up this activity across public service organisations.
28. It is suggested that the Home Office and Ministry of Justice are considered as additions to the list of organisations that must be consulted.

Adoption and management of the plan

29. The document rightly states that it 'makes sense' that the governing bodies of the LSB members formally consider and adopt the strategic needs assessment and Well-being Plan. This is standard practice and it is widely recognised that in addition to adopting the plan organisations need to embed partnership working in their day-to-day business and resource it accordingly. Therefore, the proposal represents an unnecessary additional duty, particularly as local government's strategic planning and improvement powers and duties are already based in statute.
30. The WLGA strongly disagrees with the proposed power that Welsh Ministers could require a Well-being Plan to be referred for further scrutiny or that a Well-being Plan to be remade. This undermines the central idea that Well-being Plans are local plans, based on local need, agreed by local public service organisations and communities which will have already been scrutinised and endorsed by democratically elected representatives.

31. Scrutiny Committees would have been engaged at relevant points if not throughout the process of developing and endorsing a Well-being Plan, therefore it is not clear how a Scrutiny Committee/s would be able to further scrutinise or add value to a Plan if it was referred back to them by a Minister. Similarly, it is anticipated that the Welsh Government (through senior officials' representation on an LSB) would be party to the development of and/or endorsement of a Well-being Plan.
32. It is not clear by which criteria and under what circumstances Welsh Ministers might '...not believe a strategic needs assessment or Well-being Plan was sufficiently well made to satisfy the expectations of local people and communities'. Likewise, 'sufficient improvement' should be determined by communities and those who are democratically elected to represent them and not by Welsh Ministers. The Auditor General (as noted below) would have powers to audit the arrangements underpinning Well-being Plans and, through existing legislation, presumably would retain powers to make local proposals or statutory recommendations for improvement?

Reporting

33. The WLGA agrees that reporting on individual and collective contributions towards delivering a Well-being Plan is critical in terms of shared accountability between partners and public accountability. However, a careful balance needs to be struck to avoid increasing burdens on partners and duplication of existing reporting arrangements. The Welsh Government suggested in the recent White Paper that reporting on the new Sustainable Development duty should be through existing reporting processes rather than creating new burdens.
34. In some cases the LSB's role could be as simple as better co-ordination of actions. That might mean that the LSB by itself finds it hard to demonstrate what it is delivering in an immediate and practical sense on an annual basis - especially where it is some time before beneficial outcomes start to be realised.
35. Any annual reporting against Well-being Plan actions, commitments and, where feasible within an annual timeframe, 'progress against outcomes', needs to be clear and transparent to aid collective accountability between partners on the LSB and crucially for democratic accountability through the scrutiny process.

Accountability

36. We agree that partnership accountability will be critical to the success of integrated planning. We welcome however the Welsh Government's ongoing commitment to the key role of local democracy in strategic planning and the place of local oversight and scrutiny of the planning process. It is important that democratic accountability is maintained through scrutiny and that plans and progress are subject to proportionate,

rigorous and timely scrutiny. The WLGA believes that local scrutiny arrangements with regards the LSB should be left to local discretion.

37. Local authority scrutiny committees have a statutory power (under the Local Government Act 2000) to scrutinise and '...make reports or recommendations to the authority or the executive on matters which affect the authority's area or the inhabitants of that area'. The Local Government (Wales) Measure 2011 has introduced a wider duty to scrutinise designated persons and the WLGA would welcome early publication of the draft regulations and guidance on this matter.

Timing and review

38. The WLGA broadly endorses the proposal to link the review of Well-being Plans to the local government electoral cycle. Timing and review must find a balance between democratic accountability and the need to preserve the longer term view that is central to SD. For this reason it is necessary to distinguish between the longer term outcomes and the short and medium term means of achieving them. The long term outcomes are an essential feature of the Well-being Plan, recognising that certain elements of social, economic and environmental well-being require a consideration of future trends if they are to be achieved. However, the detail of how these outcomes will be realised should be subject to 'political choice and responsiveness'. Any new administration should have influence over the priorities and actions and this is essential if those actions are to be built into the council's corporate plan. Notwithstanding this, Well-being Plans are based on high quality evidence, involve extensive engagement and consultation and are scrutinised and agreed by Council, meaning they should have broad support.

Role of the Auditor General for Wales

39. The WLGA would welcome a clear lead role for the Auditor General for Wales in auditing Well-being Plans and the governance arrangements of LSBs. This would be a natural extension of their current local government powers under the Local Government (Wales) Measure 2009 and should promote a consistency of approach across all public services in terms of commonality or complementary performance measurement frameworks and improvement regimes.
40. There is need for further clarity however in terms of the wider audit, inspection and regulatory regime. The Auditor General's lead role may provide some of this clarity and consistency but there remains a risk of burden and duplication with regards the roles of CSSIW and Estyn given their historic role in the former statutory plans, as well as their ongoing role in the social care and lifelong learning provisions within the new Well-being Plans. The WLGA is therefore supportive of the Welsh Government's proposed review of audit, inspection and regulation policy which should lead to greater clarity and consistency.

Simplification

41. The WLGA welcomes the Welsh Government's commitment to simplification which the Single Integrated Planning approach has sought to embed. The WLGA welcomes the Welsh Government's ongoing commitment to repeal or amend existing legislation where appropriate.

WCVA response to the Discussion paper: The Sustainable Development Duty and Collaborative Working

Wales Council for Voluntary Action represents, campaigns for, supports and develops voluntary organisations, community action and volunteering in Wales. It represents the sector at UK and national level; and together with a range of national specialist agencies, County Voluntary Councils, Volunteer Centres and other development agencies, it provides a support structure for the third sector in Wales. It has 3,000 members, and is in touch with many more organisations through a wide range of national and local networks.

WCVA's mission is to provide excellent support, leadership and an influential voice for the third sector and volunteering in Wales. We have been engaged in influencing the passage of the Sustainable Development Bill, as part of an alliance of third sector organisations representing a broad range of social, cultural, environmental and international development issues. We also maintain an active interest in Local Service Boards through our involvement in the Making the Connections project.

We welcome the opportunity to respond to the discussion paper. Our response covers the following three points:

- Whether the Sustainable Development Duty is the most appropriate mechanism for the proposals for placing single integrated planning and Local Service Boards on a statutory footing
- The proposed membership of the Local Service Boards
- Consultation, engagement and participation

The Sustainable Development Duty, planning and LSBs

Whilst we welcome processes which seek to clarify and simplify the way in which local partners work together for the benefit of communities, WCVA is concerned about whether the proposals for establishing sustainable development as the central organising principle of public bodies in Wales, as set out in the recent White Paper *A Sustainable Wales Better Choices for a Better Future*, fit with the highly specific actions that this discussion paper seeks to address.

The introduction of such specific actions as placing single integrated planning and Local Service Boards on a statutory basis seems wholly at odds with the approach to the SD Duty, which aims to establish an overarching framework for governance and decision making. Specificity in one area only of the Duty could even undermine the approach of Welsh Government in its stated commitments to sustainable development.

There is also a danger that changing the single integrated plans into 'Wellbeing plans' could result in further confusion about definitions and undermine the commitment to sustainable development. WCVA has argued in its response to the White Paper consultation that the proposed Sustainable Development Duty would need a clear and accepted definition of sustainable development, and that wellbeing implies a narrow focus on human experience and ignores the necessary global dimension.

We also note that many of the proposals in the discussion paper did not feature in the White Paper, and we would suggest that they should be the subject of longer and broader consultation.

The proposed membership of Local Service Boards

The discussion paper includes a proposal to make the Local Service Board a statutory partnership, with a defined core membership.

The proposals raise important issues about the breadth of representation on LSBs, as they explicitly exclude the third sector, currently represented by County Voluntary Councils (CVCs), from core membership of the LSB. The discussion paper invites views on whether the third sector should be statutory members of the LSBs, or whether there should be a looser relationship.

WCVA understands that there are legal difficulties with this issue, but we would strongly advocate that CVCs should have an integral role in LSBs, to represent third sector views. We therefore propose that this legal technicality is overcome through placing a duty on the LSB to invite the CVC (or any successor equivalent body) to be a member of the LSB.

There is a direct precedent for this approach in the 2003 Welsh Government statutory guidance on preparing Health Social Care and Wellbeing Strategies, which includes the following (p.3):

The Duty of Co-operation (Regulation 3)

2.4 In formulating and reviewing local Strategies local authorities and local health boards are under a duty to co-operate with:

- a. NHS Trusts providing services to the local population;
- b. Community Health Councils (CHCs) representing the local population;
- c. County Voluntary Councils (CVCs);
- d. Health Commission Wales (Specialist Services).
- e. any private, business, voluntary or other organisation with an interest in the provision of health and well-being services; and

2.5 If there is not a CVC in the local area the local authority and local health board should co-operate with a body or group which performs similar functions to a CVC.

We hope that this will enable the legal technicality to be overcome, and we would welcome views on this proposal.

Consultation, engagement and participation

Whilst we welcome the commitment to engage people and communities in the production of and consultation on the needs assessment and plan, at present the proposed list in the discussion paper excludes the third sector - although Registered Social Landlords (included in the list) are of course a subset of the third sector.

The third sector, commonly represented at local authority level by intermediary bodies such as County Voluntary Councils, is often more closely connected to people and communities than its statutory partners; it is an expert in certain conditions and communities of place and interest; and is a powerful advocate for service users and

communities. The third sector has been recognised as a key partner in the development and delivery of public services; and its absence from this discussion paper is a cause for concern.

GC
WCVA
March 2013



GIG
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NHS
WALES

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Betsi Cadwaladr
University Health Board

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Dyddiad / Date: 28th March 2013

Dear Mr Sargeant

THE SUSTAINABLE DEVELOPMENT DUTY AND COLLABORATIVE WORKING

We welcome this early opportunity to comment on the proposals regarding collaborative working in relation to the Sustainable Development Duty, arising from the proposed Sustainable Development Bill. We also wish to take this opportunity to stress the benefits of cross referencing a number of Welsh Government legislative proposals including the Sustainable Development Bill, the Social Services and Well Being Bill, and the proposed Public Health Bill. We believe that together, these offer an excellent opportunity for Wales to demonstrate, and realise the benefits of, adopting all the principles enshrined in internationally recognised best practice for securing population health and well-being.

General comments

- We welcome the consideration of simplifying legislation around partnership working, and strengthening the function of the Local Service Boards as accountable lead bodies. Public sector organisations are facing increasing challenges to deliver their core and statutory services, in response to diminishing budgets, increased demand, and increased expectations from citizens who use services. Partnership working, reflected locally by LSBs and the proposed Wellbeing Plans, will have to add value in order to flourish. It must be demonstrated that fully engaging with the LSB will be worth the investment of resources from each organisation.
- We strongly agree with the proposed title of 'Well-being Plans' given to the Integrated Plan. It could easily be considered that optimising health and well-being is the prime outcome of any action within public services. The World Health Organisation's now infamous definition of health as being not merely the absence of illness, but of experiencing good mental, physical and social wellbeing – is very apt here. Using the term 'wellbeing' should make it meaningful for all partners and the public, and not using the term 'health' helps reduce the risk of the agenda as being seen as NHS business. 'Wellbeing' also encapsulates the contribution of the wider determinants of health, and we welcome the broad outline of strategic considerations (paragraph 12) that would be required from a Local Authority in informing decision making.

- We support Local Authorities having a duty to convene a statutory partnership, to deliver an integrated plan and for the health board to be designated members of such partnerships. However we believe it is essential that the scope of those plans should be clear and that Welsh Government policy and priorities are coherent and consistent across Local Authority and NHS requirements. Clarity is required on the extent to which NHS services are covered by the plans, as recent experience of service reviews and change highlight difficulties in securing local government support where local councillors may not always support local changes, and we would be concerned, therefore, if all changes to NHS services were to be seen as integral parts of these plans.
- We welcome the suggestion in Paragraph 23 around consolidating existing work to pull together a Strategic Needs Assessment to underpin Wellbeing Plans. We note the explicit reference to Local Public Health Strategic Frameworks, and suggest that future legislation should aim to embed accountability for priority setting, joint delivery, and reporting mechanisms across LSBs and Local Health Board regions. This should enable an acceleration of improvement towards positive outcomes as joint high impact priorities & evidence based interventions will be embedded into the wider 'wellbeing' system.
- We welcome the emphasis on sustainable development in its widest sense, with a focus on prevention and early intervention, and ensuring positive outcomes for vulnerable people and disadvantaged communities

1. Considering proposals to place integrated planning on a single statutory footing and simplifying existing legislation relating to planning and partnership working

We agree that consolidating integrated planning procedures and legislation would add a lot of value locally/regionally. It would help focus partnership working on those areas deemed as local priorities, help foster joint ownership and accountability, help rationalise outcomes across service areas/themes, minimise duplication, steer resources to interventions of greatest impact, consolidate governance and performance reporting frameworks, and ensure a focus on wider issues impacting on well-being. It would also help to rationalise and share learning around population level considerations, such as reducing inequalities in health (and the wider determinants of health). In short, we feel it would help facilitate a 'system' approach where all partners sign up to and deliver around a more focused agenda, sharing intelligence and skills to inform evidence based practice.

While we support the proposed flexibility to allow local authorities to undertake integrated planning jointly, we do not believe that direction will be conducive to effective partnership working, and that such powers should not be necessary as partnerships should be of willing and committed members to be effective.

2. Aligning the strategic planning cycle with the local electoral cycle in a way which encourages longer term planning

The misalignment of partnership planning cycles both with each other, and with local electoral cycles, has caused a loss of momentum in the past. We agree that consolidating and re-aligning all planning cycles, including those of the NHS, will encourage improved long term planning within

Local Authorities, improved ownership and understanding with citizens and communities, and also improved commissioning functions/cycles between LAs and LHBs.

3. Ensuring partnership planning and commissioning is evidence based and that performance management is focused on outcomes

As outlined in Paragraph 21, the proposed main functions of the LSB follow a rational planning process. The challenge will be in ensuring quality through each process, which will have to be carefully managed by LSBs. Developing a consistent framework for informing the development of Wellbeing Plans will be important, outlining measures of quality within. This could include:

- Confirming what is meant by commissioning, and an outline of key phases of a shared “commissioning cycle”
- Identifying which partner/organisation is best placed to deliver specific aspects of the commissioning cycle, and how to consolidate existing knowledge and intelligence around sources of evidence
- Getting ownership around the principles of evidence based practice, and being comfortable with the term disinvestment/decommissioning
- Getting shared ownership of an outcome based approach, and defining actions that contribute towards achieving those outcomes. The LSB would need to become local leader for developing such a framework. Performance management would need different levels but on the same spectrum e.g. the highest relating to population level outcomes to which the LSB itself could be accountable and lower levels where performance of project delivery is measured (service level accountability).
- Depending on the structure of each LSB and their identified priorities, there may be merit in considering a Programme and Project Management function to manage and align both Strategic Planning and Operational Delivery over the short-medium term. This would fit into the commissioning cycle, and add clarity around what the LSB is aiming to achieve, breaking down the larger pieces of work to more manageable ‘chunks’, and specifying the resources required for successful delivery. To this end, the LSB would also function as a Portfolio Board, managing priority areas as ‘Programme’ of work, each with a number of related projects to be delivered over time within resource capacity. Partner organisations would then offer support, either through existing groups / fora / services, or through specifically established structures. Examples of project could be as non-complex (although not inherently ‘simple’) as embedding preventive action into individual services, or as complex as a multiagency / multisector initiatives.

4. Considering proposals to make local service boards statutory without incurring additional running costs

LSBs are already established, albeit to differing levels of maturity, across counties and sub-regions in Wales. The changes being proposed in the White Paper consolidate what has already happened, in that the LA take a key role in leading the LSB via their community leadership role. In theory, a rationalisation of partnership structures should lead to a reduction in the number of

meetings etc, and therefore running costs. However, LSBs need to have greater strategic clarity around the finite resources collectively available, and need to carefully deploy those resources in realising the commissioning and implementation of the Wellbeing Plans. Taking a Programme and Project Management methodology (as outlined) could assist with this challenge. It is agreed that 'the preparation and delivery of the Well-being Plan should fall more equally on all LSB members than is the case in practice under existing community planning legislation'. However, we believe that Local Authorities have historically been funded to support a number of partnerships, the funding of which has now been incorporated into the RSG, and should still be available to support these functions.

5. Considering proposals to enable groups of LSBs to form 'delivery groups' to undertake strategic commissioning functions

We support the proposal to establish delivery groups with statutory basis for budgets to be delegated to them. However, it is essential that clear accountability for the activities and use of resources is required, and this would suggest that the establishment of such delivery groups should be for local decision rather than by Welsh Government direction in most cases.

As referred to in question 3, planning & commissioning functions need to be clearly defined within the LSB context. As LSB agendas mature and priority areas/themes emerge, opportunities to consolidate specific commissioning functions on a sub regional or regional basis may arise. The term 'enable' is important here, as it should be an assisted process over time, working with LSB assets. Focussing on existing known areas where quick wins can be sought through multi LSB collaboration should be the starting point. For example, rapid progress could be realised through joint procurement practice, providing frameworks for pulling together needs assessments, or collaborating on wider wellbeing themes such as reducing the carbon footprint.

6. Ensuring partnership working is subject to cross-cutting duties such as the Equalities duty

LSBs represent a partnership approach to meeting the wider wellbeing needs of a whole defined population. They bring together organisations which often work apart, but which serve the same communities. Making LSBs accountable for cross-cutting duties such as the Equalities duty would help to rationalise efforts and resources, share resources / intelligence / knowledge of local networks / experience, help avoid duplication, and make it easier for meaningful public involvement characterised by ongoing engagement and consultation, both in respect of the initial development of plans and on key themes as the need arises.

Whilst we support in principle the proposal that statutory membership is limited to local government, the NHS and the Police, it is vital to recognise that the third sector in particular provides a wealth of local knowledge and experience, which could add considerable value to informing many cross-cutting issues. They (represented by, for example, County Voluntary Councils) also potentially provide solutions to many of the problems facing statutory services in relation to sustainability. Including them as part of open and transparent discussions around strategic commissioning should help deliver better service specifications and outcomes, rather than compromising integrity. In the light of this we would welcome the ability for the statutory partnership to invite third sector and other agencies as necessary.

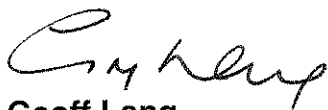
7. Strengthening accountability and assurance of partnership working by requiring the scrutiny of integrated plans and delivery by local government scrutiny committees, and by giving a role to the Auditor General for Wales to assess the quality of decision making by LSBs, through the main provisions of the Sustainable Development Bill.

Improved scrutiny of partnership working, namely via the proposed Wellbeing Plans, would be much welcomed. It could be suggested that in the past Elected Members and Scrutiny panels have not been fully involved and engaged in the partnership agenda. This could have been for a number of reasons, such as complexity around a number of plans / strategies and partnerships, duplication of outcomes across the lifecourse and lack of clarity around accountability, and a sense that some partnerships existed for the sake of the partnership and did not add much value.

Strengthening these functions utilising locally elected members would give partnership working more weight, hopefully leading to improved effectiveness and efficiency. In the same vein, giving a role to the Auditor General for Wales would have a similar impact, helping to ensure consistency across LSBs, regions and Wales. It would also provide a more independent view of emerging themes and opportunities for improvement going forward.

The accountability as described is through local government scrutiny mechanisms – clarity is needed as to whether this will be about the totality of partners' organisational plans or just around common areas or areas of overlap with partners. This clarity will be fundamental as Health Board organisational accountability is through its Board and Board members to Welsh Government.

Yours sincerely



Geoff Lang

Prif Weithredwr Dros Dro / Acting Chief Executive

The Sustainability Duty and Collaborative working.

The Welsh Government proposed a white paper on a Sustainable Development Bill on 6 December 2012.

Within the white paper is a proposal to put integrated planning on a statutory footing establishing a framework for local partners to work together to improve well being and ensuring that collaborative work embodies the principles of sustainable development.

Within your papers is a discussion paper from Welsh Government seeking the views of the LSB membership to areas of change the Welsh Government are proposing that could be in the Sustainable Development Bill these are –

This response is from Bron Afon Community Housing in Torfaen. We are one of the LSB partners and a community owned social enterprise and social landlord.

Welsh Government Proposals	Response
<p>Integration or the framework for integration is not yet statutory. The proposal is to consolidate the framework for local public service organisations to undertake integrated planning and delivery and be held accountable for collaborative working.</p> <p>What are your thoughts?</p>	<p>This is unnecessary and can be achieved through incentives such as making it a requirement for funding.</p> <p>You cannot prescribed genuine participation you need to incentivise it; it works because of personalities and relationships not statute.</p> <p>The only action necessary is that if there are areas where it is not taking place as it should, Welsh Government should ensure this is dealt with through a combination of existing power in terms of housing and regeneration funding, support grants, inspection regimes, audits, etc.</p>
<p>The focus upon integrated plans is to improve outcomes for the well being of a community – The proposal is to name future plans ‘well being’ plans that better reflect its purpose.</p> <p>What are your thoughts?</p>	<p>The phrase “well being” is jargon and means nothing to most people. Why not just call it a community plan or something simple that people can understand?</p>

<p>The Welsh Government are considering proposals that the Local Authority must convene a statutory partnership called a 'local service board', this would consolidate the purpose of LSB's to prepare and deliver an integrated Well being plan for an area.</p> <p>What are your thoughts and is the LA best placed to undertake this process?</p>	<p>We have 22 LSB's an indication that it doesn't need to be made statutory. The local authority is best placed to lead but no action is necessary</p>
<p>Given the strategic nature of well being plans, Welsh Government are proposing that the 'core' membership of the LSB should be defined as the principal budget holding public service organisations e.g. LA's, Health Boards, Police whose boundaries encompass the whole area.</p> <p>This in effect will mean current invitees to the existing LSB such as 3rd sector, RSL's, Welsh Government, and other organisation representation would not be statutory members but members by invite determined by the core membership with an emphasis to flexibility on wider membership appropriate to the area</p> <p>What are your thoughts?</p>	<p>agreed</p>
<p>Welsh Government are proposing that there should be no barrier to two or more LA's agreeing to undertake integrated joint planning?</p> <p>What are your thoughts?</p>	<p>There is no barrier at present. No action necessary</p>
<p>The Welsh Government proposes that LSB's could form sub groups known as 'delivery groups' with a statutory basis for delegated budgets for wider collaborative working e.g. regional collaboration fund.</p> <p>What are your thoughts to this?</p>	<p>This can happen at present. No action necessary and certainly any form of prescription would be totally counter productive.</p>

<p>effective delivery of services. Proposals are to ensure formal adoption of well being plans by LSB bodies, and priorities identified within the well being plan are included in and resourced by their corporate plans</p> <p>What are your thoughts?</p>	<p>have other priorities driven by Welsh Government or UK Government or customer requirements.</p>
<p>Where Welsh Government did not believe a strategic needs assessment or well being plan does not support improvements within a community, Welsh Ministers can in the first instance</p> <p>Refer to scrutiny and if this fails to refer to the Auditors. Welsh Ministers have the power to require the well being plan be remade</p> <p>What are your thoughts?</p>	<p>Unnecessary. Welsh ministers are no more able to assess this than Local Service Boards. Use the levers already described to incentivise.</p>
<p>A requirement for annual reporting of the outcomes and progress and include future changes reflecting the strategic needs assessment to inform the public and scrutiny requirements</p> <p>What are your thoughts?</p>	<p>Agreed this should be an expectation set out in guidance. For funding, lsb's should have to demonstrate their impact by producing reports to support funding applications.</p>
<p>Welsh Government expect scrutiny to be the effective body to scrutinise the well being plan and report via the 2011 Local Government Measure. Welsh Government are requesting views to whether LSB organisations should take responsibility for their own scrutiny</p> <p>What are your thoughts?</p>	<p>Yes.</p>
<p>The Welsh Government are proposing the making of well being plans are aligned with the electoral cycle of local government and a full review undertaken the year proceeding</p>	<p>What about the electoral cycle of Police Commissioners? This is cumbersome. The plans need to be rolling and constantly updated not fixed in stone. The external environment, including public funding, changes very quickly and it is important you don't design a system</p>

<p>What are your thoughts?</p>	<p>that cant change within months rather than years.</p> <p>Your proposal will also lead to at least a one year gap in action and possibly longer as all the focus turns to reporting and justifying successes just before an election and then it takes 6-9 months for a new administration to decide its new priorities.</p>
<p>The sustainable development bill white paper sets out a role for the Auditor General for Wales. Welsh Government are proposing this function should apply to LSB's and making of well being plans with attention to the process of decision making, outcome agreements and linkages to corporate plans</p> <p>What are your thoughts?</p>	<p>Yes see above for the other levers that should be used to secure all these things. Legislation is wholly unnecessary.</p>

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"Llais Proffesiynol Arweinyddiaeth yr Heddlu yng Nghymru"
"The Professional Voice of Police Leadership in Wales"

21 Mawrth/ March 2013

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The Sustainable Development Duty and Collaborative Working: Discussion paper for Local Service Boards- ACPO Cymru Response

ACPO Cymru welcomes the opportunity to comment on the White Paper proposals for a Sustainable Development Bill. Generally, we welcome proposals to put integrated planning on a single statutory footing and the broad simplification of the partnership framework.

The Police have always been active members in local partnerships and we welcome guidance on the development of Single Integrated Plans and consistency of process within the Local Service Boards. Sustainable development principles are embodied within the guidance and we recognise that sustainable communities are more likely to feel safer and have lower levels of crime or disorder.

The Police remain a non-devolved partner and the discussion paper sets out an infrastructure that will require considerable start-up, capital and revenue expenditure. Existing plans developed by Local Service Boards are outcome focused and we would welcome an understanding as to how the existing functions of the Office of Policing Crime Commissioner would fit within the framework.

Local Service Boards

Local Service Boards are generally based on local authority areas. ACPO Cymru would welcome the opportunity for the combination of Local Service Boards (possibly across police/health authority areas) in line with the "Collaborative Footprint". The existing arrangements present challenges due to the volume of meetings and the need for

Mae Cymdeithas Prif Swyddogion Heddlu Cymru (ACPO) yn gorff strategol annibynnol sy'n darparu'r llais proffesiynol ar gyfer arweinyddiaeth yr heddlu yng Nghymru. Er budd y cyhoedd ac mewn partneriaeth â'r Llywodraeth a Chymdeithas Awdurdodau'r Heddlu, mae ACPO Cymru yn arwain ac yn cydgyssylltu'r broses o gyfeirio a datblygu gwasanaeth yr heddlu yng Nghymru. Pan fo'r wlad mewn angen, ar ran pob un o'r Prif Gwnstablaid yng Nghymru, bydd ACPO Cymru yn cydgyssylltu'r ymateb plismona strategol.

The Association of Chief Police Officers (ACPO) Cymru is an independent, strategic body which provides the professional voice of police leadership in Wales. In the public interest and, in partnership with Government and the Association of Police Authorities, ACPO Cymru leads and co-ordinates the direction and development of the police service in Wales. In times of national need, on behalf of all the Chief Constables in Wales, ACPO Cymru, coordinates the strategic policing response.

strategic representation. We feel that Local Service Boards and Single Integrated Plans remain a relatively new development and the consideration of "joint delivery groups" formed on a non-statutory basis should be encouraged within the legislation.

We welcome any proposal to strengthen and develop Local Service Boards. At this time, ACPO Cymru feels that research of what works, (Cardiff is an example of an early adopter), dissemination of best practice and strong guidance (possibly linked to funding) might be a useful foundation to a legislative approach. The statutory basis of these partnerships will require partners to contribute. Are there any plans to direct partners to contribute and participate as active members? What sanctions will apply in the event of a failure of a partner to comply with the legislation?

Key Partners

We would see Welsh Government and the third sector as essential partners. Welsh Government has the expertise in terms of developing consistent and effective policy and frameworks. The third sector often delivers services on behalf of public authorities or potentially bridge gaps in service that the public sector cannot fill.

The discussion paper highlights public agencies but the private sector has a key role to play in terms of local investment and planning and this should be recognised.

We would welcome the involvement of Health Service in the production of the draft strategic needs assessment. As critical partners we would expect them to be an interested organisation as outlined in paragraph 28 of the discussion document. The benefit of their involvement is exemplified in Cardiff's reduction of city centre violent crime.

Planning and Analysis

Traditionally, partnerships have been "information rich" but do not have the support of analytical expertise that has been developed within the crime and disorder arena. Are Local Service Boards likely to be supported by analytical capability? Most partnerships are working towards outcomes that are grounded in the results based accountability model. It might be helpful if measures and indicators for core outcomes were developed as part of the statutory framework so that at a strategic level, performance management, accountability and expectations have consistency and comparability.

Each Local Service Board has developed its own plan (as a result of Shared Purpose, Shared Delivery). Local Service Boards will inevitably need flexibility to prioritise their activity, particularly if there are funding pressures. How will they be able to reconcile a statutory well-being plan obligation against agreed local community priorities or other issues surrounding threat, harm and risk?

We recognise that single integrated planning should streamline some existing arrangements and there are long-term gains from including sustainable development principles within the partnership arrangements. Sustainable development and well-being should be integral parts of an overall single integrated plan.

Joint and Sole Accountability

Local Service Boards have scrutiny arrangements in place for the delivery of local objectives. We would welcome greater clarity on the role of scrutiny committees and the rationale around the need to assess the "quality of decision-making" by the Auditor General for Wales. We would ask that the framework for any audit or assessment should be made public and it should be supported by a clear performance framework and/or business process.

Whilst the proposed legislation provides an opportunity to improve services to the public through a single platform, it is important that the process of integrated planning is not hindered by increased bureaucracy or unreasonable financial restrictions to innovation and wider partnership working. It is also important that the legislation recognises the individual unique responsibilities of each public organisation that come within the scope of the legislation. Whilst there can be a collective responsibility to plan and deliver certain public services, there will remain certain functions that can only be performed by the most appropriate public organisation and to which that organisation is individually held to account.

In summary, ACPO Cymru agree That Local Service Boards should be put on a statutory footing and that joint delivery groups across local authority areas are desirable and create opportunities for efficiencies. However, there are some concerns surrounding detail of the proposals. In our view, there is a potential tension between locally determined priorities and the action plans that support them and statutory obligations.

The definition of "well-being" and its impact on critical business of the Local Service Board, such as safeguarding, needs to be carefully framed to prevent priorities being inappropriately skewed. There also remain some constitutional issues around the non-devolved nature of the police and the Office of Police and Crime Commissioner. This could include any proposed sanctions or directions to Commissioners and/or Chief Officers.

There is a long tradition of effective partnership working within Wales and ACPO Cymru welcome the opportunity to be involved in the continual improvement of these strategic partnerships.

Yours sincerely



Mark Polin
Prif Gwnstabl Heddlu Gogledd Cymru
Chief Constable North Wales Police

From: Reeves Keith [mailto:keith.reeves@Dyfed-Powys.pnn.police.uk]
Sent: 28 March 2013 11:22
To: Harrison, Paul (LGC - DEP)
Cc: 'JJones@carmarthenshire.gov.uk'
Subject: The Sustainable Development Duty and Collaborative working.

The Police and Crime Commissioner, Mr Christopher Salmon, has considered the proposals. There can be no doubt that a rationalisation of the plethora of boards, partnerships etc is advisable but it must be approached with great care to ensure that it does not create further confusion concerning the discharge of the functions of various public bodies. Creating a statutory over- arching body may sound attractive but it may cause considerable difficulty in respect of the above, particularly in the inter-relationship between devolved and non-devolved public bodies.

Recognising the above, have other mechanisms been explored, such as public authority companies or trusts, to achieve the same purpose.?

The Commissioner does not support the creation of yet more public bodies , unless it can lead to a diminution in the overall number of bodies with transparent , effective and expeditious decision making leading to better service delivery. Where it is considered that the proposals would achieve these outcomes are supported. The Commissioner is not convinced as to the strength of the relationship between sustainable development and supporting vulnerable people. However, the paper recognizes the function of the Commissioner as being a core public service, which is welcomed and would hope that the Welsh Government is encouraging the view that Commissioners should be consulted upon proposals by other public services which relate to their functions.

The voluntary sector plays an important role in community well-being and the proposals should ensure that its voice is heard in the structure which may be established. In this respect the existing LSB's are an established structure which could be built upon to deliver the final proposals.

Keith Reeves

Prif Weithredwr, Swyddfa Comisiynydd Heddlu a Throseddu
Chief Executive LL B(Hons), LL.M, Police & Crime Commissioner's Office
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Swyddfa Comisiynydd yr Heddlu a Throseddu, Gwent

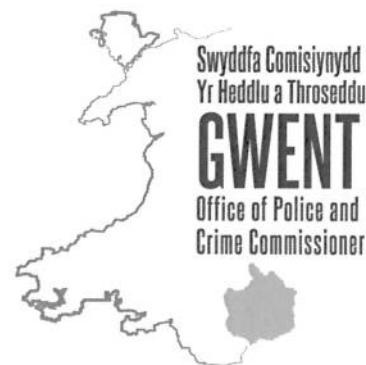
Office of Police and Crime Commissioner, Gwent

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Comisiynydd yr Heddlu a Throseddu ar gyfer Gwent | Police and Crime Commissioner for Gwent:
Ian Johnston QPM

Lesley Griffiths, AC/AM
Minister for Local Government & Communities
Welsh Government
Cardiff Bay
Cardiff, CF99 1NA

Your Ref: CS/00016/13

26th March 2013

Dear Minister

I thank you for your letter of 21st February enclosing a discussion paper on the Sustainable Development duty and Collaborative Working. I welcome the opportunity to comment and any proposals which seek to simplify existing legislation underpinning local partnership working and clarifying the role of the LSB has in my view to be welcomed.

As a point of interest I am responding to you in my capacity as Police and Crime Commissioner in Gwent. I am currently only a member on the Torfaen LSB and I have had an opportunity of contributing to the collective response from that Board. I am hopeful that I will be invited to participate with the other LSBs in Gwent and am in discussion with the leaders of the other local authorities on this issue.

In response to your specific questions:

1. **Considering proposals to place integrated planning on a single statutory footing and simplifying existing legislation relating to planning and partnership working** – the proposals outlined in the discussion paper would seem sensible. The current guidance is clearly a need of review and the position in relation to governance arrangements for the Police and Health have changed in the recent past, a fact that needs to be considered as part of the proposal to restate the purpose of the LSBs. The current planning and partnership framework and timelines is confused and anything to streamline these arrangements would be beneficial.
2. **Aligning the strategic planning cycle with the local electoral cycle in a way which encourages longer term planning** – The proposal to align the strategic planning cycle is commendable, but this would be a huge task and while it may be an aspirational outcome there is a need to be aware of a number of tensions created by conflicting statutory requirements between the Community Safety Partnerships 3 year planning cycle, the Commissions 5 year cycle and similarly the electoral cycle. I would suggest better sharing of data and emerging organizational priorities based on a robust unified needs assessment approach may provide the incremental steps needed to move towards better alignment. When considering integration of planning with the local electoral cycle I would ask you to bear in mind that PCCs terms of office will be for 4 years from 2016 and my Police and Crime Plan is required to look forward 5 years.

3. **Ensuring partnership planning and commissioning is evidence based and that performance management is focused on outcomes** – I whole heartedly agree with this proposition. My Police and Crime plan is outcome based. My commissioning activity is outcome based. I have been discussing the current approach to the needs assessment in Gwent and I believe that it would provide more vigour to the process if the individual needs assessments being prepared at local authority level could all follow the same format and timeline and require the same level of granularity. It's early days but I think more needs to be done to ensure that future plans are evidence based.
4. **Considering proposals to make local service boards statutory, without incurring additional running costs** – rather than putting the LSBs on a statutory footing I would suggest a standard terms of reference for each authority to work towards, agreed by WG to cover the same core principles may be as effective as providing a statutory basis for the arrangement. The main function of the LSB at paragraph 21 should include how they will interact with non devolved organisations. In addition, the scrutiny requirement should be extended to consider how they will cover wider public sector scrutiny e.g. via the CJS; Health etc.
5. **Considering proposals to enable groups of LSBs to form 'delivery groups' to undertake strategic commissioning functions** – I wholly agree with the proposal that LSBs should undertake a strategic commissioning function. I am struck with the myriad of different arrangements currently in place and the duplication that occurs. This commissioning proposal does need to be underpinned by a robust needs assessment process that should be flexible enough to provide strategic direction but have the detail to be useful at ward level. The current needs assessments appear to be variable in terms of quality and detail and some greater consistency would be welcomed. The inclusion of organisations such as Probation and other CJS organisations may also be helpful.
6. **Ensuring partnership working is subject to cross-cutting duties such as the Equalities duty** – I would support this proposition.
7. **Strengthening accountability and assurance of partnership working by requiring the scrutiny of integrated plans and delivery by local government scrutiny committees, and by giving a role to the Auditor General for Wales to assess the quality of decision making by LSBs, through the main provisions of the Sustainable Development Bill** – I am supportive of open accountability and scrutiny, however I think that any proposals will need to reflect the position of any devolved organisations as part of that process.

On some specific issues;

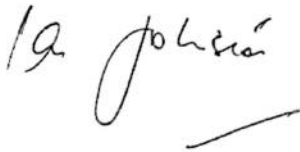
Membership of the LSBs should include both the Police and Crime Commissioner and the Chief Constable. I hold and am responsible for the budget, but the Chief Constable will have a valuable role to play in delivering the services required.

While I understand proposals to limit statutory membership to principal budget holders I would urge you to reconsider this to include the third sector in this group. They have such a valuable role to play in delivering public services in Wales I think the proposal to leave it to the discretion of the 'core' members to invite them to participate may be seen as a retrograde step.

The Sustainable Development White Paper does not include the Police or Police and Crime Commissioner at paragraph 120 although paragraph 121 confirms the option to include other organisations in the duty. I am not sure how this then links with the proposals as members and our role on LSBs.

Finally, as you mention in your paper, if we are to move further towards the concept of a single public service ethos in Wales it will be necessary for you to raise these issues with the Home Office.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Ian Johnston', with a horizontal line underneath.

Ian Johnston, QPM
Police & Crime Commissioner for Gwent

**Copied to: Chief Constable, Deputy Chief Constable, T/ACC Symes,
Maria Chapman & Neil Taylor**

Joint response from CCW and EAW to:

Sustainable Development Duty and Collaborative Working - discussion paper for Local Service Boards (LSBs).

1. Background

Both CCW and EAW were involved in the development of LSBs, including as members of a WG stakeholder group. We have continued to be actively engaged, both as members of the LSB and as a delivery partner. We had previously developed with others, guidance that helped community planners understand where and how the environment could be incorporated into a community strategy and later were involved in supporting WG in environmental guidance revisions. We therefore feel we are well placed to provide comment on these proposals.

Whilst we recognise that the process and agenda has moved on, setting it legislatively in a sustainable development context means that it is now even more important that the environment sector has a role. We all face the challenges of reducing or scarce natural resources and environmental risks such as climate change and increased flooding, with the resultant economic, social and health implications. It will be essential that we maintain healthy functioning ecosystems that can continue to provide the services society and the economy need to be viable and healthy. The environment sector therefore needs to be informing, advising and participating in service delivery at the local or regional scale. Collaborative working across the social, economic and environmental sectors will be the only efficient and effective way to achieve sustainable outcomes for local communities.

We are therefore very supportive of the principles put forward in the Sustainable Development (SD) Bill White paper to put integrated planning at the local level on a statutory footing. We have always called for the LSB and associated plans to be explicitly required to contribute to the sustainable development of Wales and would welcome this being set out in legislation. We believe that LSB decision making and the plans it develops and delivers, should be based on SD principles.

Whilst we strongly support and welcome the proposal, we have some concerns that the current guidance on LSBs and Single Integrated Plans (SIPs), if it was to be taken forward under the SD Bill, is weak around defining the need for integration of environment alongside social and economic evidence and need. Whilst there are some references to environment in the June 2012 SIP guidance, the SD definition doesn't refer to it at all. The discussion around resource efficiency could also be misleading; it seems to imply financial or staff resource efficiency, whereas SD should also include the efficient use of natural resources, i.e. living within environmental limits.

We have attached our respective responses to the "Shared Purpose -Shared Delivery" consultation (2012,) which detailed some of our concerns. We

believe some of these would still need to be addressed if this proposal is to effectively support the SD of Wales.

For example, SIP guidance June 2012 says:

“SD is a broad concept focusing on the components that improve the quality of people’s lives, including health, material well-being, employment, self-actualisation, community and social relations. SD should increase the well-being of citizens over the long term. It requires investments that produce higher benefits over the longer term at the expense of shorter term gains, and it requires the rigorous use of evidence to achieve as much as possible with available resources.”

This needs to include reference to natural resources and environmental limits to be describing sustainable development, even if the focus is on citizen well-being. It also needs to make clear the need to integrate environmental considerations alongside social and economic, to be providing guidance for decisions that are taken in line with the proposed SD Bill.

The reference to resources could be read as relating only to financial, staff and physical resource such as offices, plant and machinery. Whilst this is to be welcomed, it would not lead to fully SD principled decision making or delivery.

The following paragraph in the guidance, in respect of producing the SIP, does then reference the environment, but again seems to see resources as financial instead of including natural resource efficiency. If LSBs and SIPs are to fully support the duty as set out in the SD Bill, the environment will need to be a key part of the evidence base informing the decision making process and be a key part of delivery to achieve the outcomes.

From 2012 Guidance on SIP:

“Integrated planning is an example of sustainable service development for people and communities. This means achieving collectively agreed outcomes through the most efficient use of resources irrespective of organisational and geographic barriers by:

- focussing on prevention/early intervention in areas such as well-being, poverty, health, criminal justice, family policy, education, environment, energy etc;**
- dealing early and effectively with failure, as this has long terms costs and consequences; and**
- integration across service providers and better handling of transition between service providers.”**

Summary:

We strongly support these proposals and see this as a huge opportunity to ensure local service planning and delivery is maximising its contribution to the sustainable development of Wales. To fully realise this however, the current guidance to LSBs on producing SIPs (June 2012) would need to be reviewed, as would the proposed core and wider membership of an LSB. There would

need to be greater reference to considering environmental issues, opportunities and risks in the decision making, planning and delivery undertaken by the LSB. The membership would therefore need to be reviewed to ensure environmental expertise and evidence is available alongside the social and economic to inform the work of the LSB. We suggest that the new body Natural Resources Wales (NRW) should be a core member of LSBs.

2. Specific comments on the discussion paper are provided below

Para 5. We do not believe the 2012 Guidance “Shared Purpose - Shared Delivery” has a sufficiently clear or accurate definition of SD to support this proposal to place SIPs on a statutory footing through the SD Bill. See comments above about the need for guidance to clearly articulate the need for integrated consideration of social, economic and environmental evidence in decision making and delivery.

Para 7. We support this proposal but believe the 2012 guidance would need to be reviewed to support this.

Para 8. We welcome the reference to environment in describing the broadened scope of integrated planning. We also see here that the bodies named in the SD Bill, including NRW, are being asked to align their activities to those taken collectively through the integrated planning. We question how this can be delivered without environmental representation on or informing the decisions of the LSB and the SIP. The new body NRW could be informing the LSB on strategic or local environmental issues to ensure a truly integrated plan for improving wellbeing of citizens and the sustainable development of Wales.

Para 9. Again the environment sector and/or NRW would be key delivery partners to achieve the wellbeing and SD outcomes being sought.

Para 13. If wellbeing is defined as including environmental wellbeing, we would have no concerns about the single integrated plan being referred to in that way. Unfortunately, traditionally this has not often featured in the definition, and therefore could be misleading in this discussion or at ultimate delivery. As long as any statutory guidance relating to a SIP clearly defines wellbeing to include social, economic and environmental wellbeing and that partnerships are required to include all three elements in their plan, this would be acceptable.

Para 14. See comment Para 13 above re use of the term Wellbeing. Wellbeing is also often substituted for SD, but wellbeing is an outcome of sustainable development. Wellbeing has not traditionally included ‘environmental wellbeing’ in its own right and may have missed the links between environment and social and economic wellbeing. If the term is to be used, as discussed above, we believe it will be important that the core

members represent social, economic and environmental interests and are able to bring experience and knowledge in those areas to the table.

In our response(s) to 'Shared Purpose - Shared Delivery' both organisations made the point that we feel strongly that there should be an environmental representative as a core member of each LSB. The WG's consultation around the proposal for 'Natural Resources Wales', suggested that NRW would have a purpose to strengthen the public sector focus on sustainable development, backed up by the SD Bill". The proposal set out in this current consultation therefore presents the ideal opportunity to bring environmental/SD expertise to each LSB throughout Wales.

The statement that the core membership should be formed from principle budget holding public service organisations, with a list of examples, may be constraining who needs to be a core member. We suggest this could read ..
"..budget holding public service organisations, which includes..... "and then add, "as well as environmental (the NRW if agreed should be a core member) and other organisations as the priority needs of the area require".

The outcomes approach, which we support, would also require representation across the sectors to ensure the most appropriate action is taken to achieve the desired outcomes, e.g. provision of green space for health and wellbeing benefits; management of environmental risk, for example climate change impacts or flood risk to minimise associated social and economic costs as well as ensuring we maintain healthy ecosystems that can continue to provide society and the economy with raw materials, water, clean air, food, construction materials, fuel, energy, etc. that are essential for wellbeing.

Given that the key strategic task for LSBs is to prepare Well Being Plans for their area, we also believe that WG should be represented on the core membership of LSB, given that they can bring a national perspective to the strategic assessment of needs and the development of the plan. WG is also instrumental in facilitating delivery at a local level, often through their relationship with and funding of organisations and initiatives (e.g. Environment Wales, Place Coordinator initiative) – as such have an influential if sometimes indirect role in all aspects of plan development and delivery. They are too crucial a partner to omit from the core partnership. But if WG is not on the core partnership then they need to have a clear role and be actively engaged in the process as part of a wider stakeholder group (see Para 15 below).

Para 15. Whilst we have already stated we believe you would need environmental input to the development of the plan, for delivery it is very likely that the third sector, (as well as private), will be key service providers. It would appear more beneficial therefore if the deliverers were closely involved in the plan production, or at least providing evidence on issues and need as well as delivery opportunities and implications.

We therefore feel it will be important for the LSB to have the ability to invite additional members from any sector (private, public or voluntary) as

permanent or temporary members of the partnership – the assessment of needs should also cover an assessment of partnership requirements i.e. ‘what will it take to make this partnership work and deliver successfully’. (See comment to Para 16).

Para 16. We feel it would be preferable (and more manageable) to have a relatively small but comprehensive group of core members representing social, economic and environmental interests (but reflecting also the partnership ‘needs’ as stated above) which would have a very clearly defined role and responsibility along with a wider stakeholder group (rather than members) that again would have a clear role to play and would be involved mainly in shaping and evaluating the plan through a well structured engagement process and would also be involved in contributing to the practical delivery of agreed projects or actions as members of delivery groups. Members of the wider stakeholder group should be drawn from the private and 3rd sector as well as public sector. This group should be the list described in Para 28.

Additional roles should be considered and defined clearly. For example, we feel there would be merit in the SD Body having a formal role to play in advising on proposed LSB outcomes and indicators at an early stage in order to ensure alignment with SD principles.

Para 18. The environment and its issues operate at a range of spatial scales. We therefore support collaborative integrated planning and delivery at larger than local scale. This ensures that the most appropriate activities are delivered in the most appropriate place and that activities in one LA do not cause problems for another, for example contributing to poor air quality and the resultant health and economic impacts.

Para 21. We suggest some slight amendment to the wording of:

The proposed main functions of the LSB are to:

- undertake and maintain a strategic needs assessment **for the sustainability of their area and communities**; (i.e. incorporating social, economic and environmental issues and opportunities)
- agree the **priority outcomes** in the Well-being Plan **and articulate the objectives and actions needed to achieve them**. (Outcomes alone can be too high level for people to clearly see where partnership opportunity is present.)

With respect to managing the delivery you will need to have started with an Outcome based plan, hence comment above re stating priority **outcomes**, if you are proposing reporting via an outcomes performance framework.

We would also suggest that the list should include “establishing and managing the partnership itself”. The challenge of maintaining a partnership shouldn’t be underestimated and LSB need to be encouraged to consider this carefully and

be enabled to put in place the right structures, processes and resources that will lead to successful partnership working.

Para 23. It should also include the Wales Index of Multiple deprivation (WIMD) including environmental issues that cause people to be in worse levels of deprivation than others. It could also include the state of the environment report and look at key policy outcomes for the environment, energy and Climate Change that WG have set. It should also include environmental risks such as flood risk and the impacts of climate change and therefore adaptation measures needed now, to minimise social and economic impacts.

Para 26. We support the proposal to have a clearer link between the SIP/Wellbeing Plan and the LDP, but this link is currently unclear in this document. The LDP sets out the vision and policies for the development of a local area and is inextricably linked to the economic, social and environmental wellbeing of communities. It is one of the delivery mechanisms for sustainable development and improving wellbeing, but it should also be used to inform the SIP so that proposals that would utilise land will be deliverable, for example not putting depots or health care or emergency service providers in areas at risk of flooding. Further clarity about the relationship between the two plans would be helpful.

Para 27. Careful or clear use of the word 'resources' would be required. In this instance again it appears to be about staff/financial type resource to deliver a plan, but do these plans also currently have sufficient grasp on the natural resources their proposals and action may consume or impact on? Are they ensuring their actions contribute to a low carbon, natural resource efficient Wales, where activities and outcomes are delivered within environmental limits, for example air quality, water quality, and do not compound environmental risk for example contribute to CC or are sited in flood risk areas.

Para 28. We would suggest that if a list is to be provided then the range of stakeholders included should be expanded to include local educational establishments, 3rd sector organisations, NRW (if not on the LSB), Private Sector representatives, local affiliated groups and associations (e.g. Outdoor Partnerships, Associations of Tourism providers etc). (See also comment Para 16).

Preferably, the LSB should be directed to produce a stakeholder engagement plan that is relevant to their area and will include participation from the public, private and 3rd sector and from all age groups (with a specific requirement to include children and young people). Guidance should be produced and support provided to enable LSB to plan their stakeholder engagement in a structured and meaningful way.

Para 28 currently says that people and communities must be engaged in the production of and then consulted on draft strategic needs assessment and the Wellbeing plan. It is unclear how with a small core group and potential wider

stakeholders that this engagement of people and communities is to be realised. Clarity should be provided on whether this is a participative or consultative process.

Para 29. It will be important that remit letters (or similar) issued to member organisations (such as NRW if a member) reflect an understanding of the need to work in different ways and on differing agendas across Wales to reflect local needs, within an overall SD context.

Para 33. The Stakeholder groups and SD Body could potentially play a key role in scrutiny

Para 34. There appears to be a lack of reference or recognition of the LSB and Wellbeing plan needing to understand and plan for long term environmental change, particularly our climate and the availability of natural resources, energy etc . LSBs need to be planning and delivering public service with full knowledge of future trends and implications of these issues.

For further information please contact Ruth Tipping, tel 02920466167 or email Ruth.Tipping@naturalresourceswales.gov.uk (from 1st April)

NB: 01 Ebrill 2013 ymlaen, bydd Cyfoeth Naturiol Cymru yn ysgwyddo swyddogaethau presennol Cyngor Cefn Gwlad Cymru a Chomisiwn Coedwigaeth Cymru, swyddogaethau datganoledig Asiantaeth yr Amgylchedd Cymru a rhai o'r swyddogaethau sy'n cael eu cyflawni gan Lywodraeth Cymru ar hyn o bryd.

From 01 April 2013, Natural Resources Wales will take over the functions currently carried out by the Countryside Council for Wales and Forestry Commission Wales, the devolved functions of Environment Agency Wales and some functions that are currently carried out within the Welsh Government.



Cyngor Cefn Gwlad Cymru Countryside Council for Wales

CADEIRYDD/CHAIRMAN: MORGAN PARRY PRIF WEITHREDWR/CHIEF EXECUTIVE: ROGER THOMAS

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29 March 2012

Dear Sir

CONSULTATION: SHARED PURPOSE SHARED DELIVERY
This response letter accompanies a separate consultation response form.

Thank you for giving the Countryside Council for Wales (CCW) the opportunity to comment on the Welsh Government consultation document 'Shared Purpose – Shared Delivery'. CCW is the Government's statutory advisor on sustaining natural beauty, wildlife and outdoor enjoyment in Wales. We champion the environment and landscapes of Wales, and its coastal waters, as sources of natural and cultural riches, as a foundation for economic and social activity and as places for leisure and learning opportunities. We aim to make the environment a valued part of everyone's life in Wales.

CCW has welcomed Community Strategies since their inception in 2004. In particular, we have been encouraged by their overarching emphasis on economic, social and environmental wellbeing. CCW has provided consistent advice on local government legislation, policy and collaboration, particularly with regard to Community Strategies, since the emergence of the *Making the Connections* agenda. Our officers engage in local service delivery arrangements in the majority of Local Authority areas, with seats on a number of Local Service Boards (LSBs). In several areas where we don't have a seat on the LSB, we are engaged through other high-level partnerships such as Cardiff's Vision Forum (now Leadership Group).

In responding to this consultation, we note that the need to have Single Integrated Plans in place by 2013 means that some Local Authorities have already adopted Plans prior to this guidance being available.

There are some key proposals within this draft guidance that CCW welcomes:-



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Prif Swyddfa/Headquarters

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- planning for need and not just demand
- a focus on a strategic longer term approach
- strengthened partnership working, so that partners are working (and not just talking) together
- a clearer definition of the role of Local Service Boards (LSBs)
- a change in emphasis towards early intervention and prevention
- increased transparency, scrutiny and accountability of the role and activity of LSBs
- well-targeted citizen engagement
- evidence-based priorities and delivery
- the use of outcome-based approaches

However, CCW has some concerns about the guidance as currently proposed.

The First Minister's legislative programme includes a commitment to legislate to embed sustainable development as the central organising principle of both the Welsh Government and devolved public bodies in Wales. As such, sustainable development should be at the heart of this guidance, influencing Plan preparation, LSB representation and delivery of Plan outcomes. Instead, reference to the principle is made on page 24 where it appears to be a separate, and almost optional, consideration. In no way can sustainable development be seen as a central tenet of this guidance as it currently stands. We would strongly urge amendment of the guidance to reflect the Government's commitment to sustainable development.

The fundamental principles of embedding sustainable development are threefold:- (1) long-termism, with decisions promoting the long term, sustainable wellbeing of people and communities, now and for future generations, (2) involvement, engaging with and involving the people and communities that will be affected by decisions, and (3) integration, taking full account of and where possible integrating social, economic and environmental outcomes. We welcome the commitment within the guidance to a longer term approach and to public participation and its value to Plan-making. With respect to the third SD principle of 'integration', however, we find the focus of this guidance to be largely on improved service delivery. This makes for an 'unbalanced' approach, favouring social but not environmental or economic objectives and outcomes. The overarching approach to wellbeing – embraced by Community Strategies - has been discarded, with social wellbeing (community safety, social care, children and young people) taking precedence. Economic and environmental wellbeing cannot be said to be truly considered. In our opinion, a change of emphasis is needed to rebalance the three pillars of sustainability.

In 2005, the requirement for stand alone Environment Strategies was scrapped as part of Local Government plan rationalisation, replaced by Community Strategies which had an overarching emphasis on social, economic and environmental wellbeing. In losing Community Strategies, the commitment to sustainable development must remain. Indeed, this guidance currently appears to conflict with the detail of Part 2 of the *Local Government (Wales) Measure 2009*, in that it does not consider economic and environmental wellbeing.

The requirement for Single Integrated Plans to set the vision for sustainable development for communities for the next 10-15 years is welcomed. It is not clear, however, how Local Service Boards will scrutinise delivery of this vision. This scrutiny needs to be linked to the scrutiny process which will monitor the delivery of sustainable development performance of all Public Bodies post-Sustainable Development Bill. It is our understanding that this process

of scrutiny is currently being considered by the Welsh Audit Office and links need to be made to that initiative.

It is imperative that this guidance should also link to the Welsh Government's 'Sustaining a Living Wales' agenda, which proposes a fundamental change in approach to managing our environment and natural resources. 'Sustaining a Living Wales' identifies the need for public service reform - including linking to Single Integrated Plans - to support and engage with this 'ecosystem approach'. This is vital because the policies, decisions and actions of public service organisations have major impacts on our environment. It is critical that the importance of local natural resource management planning in providing a common evidence base for Single Integrated Plans and Local Development Plans is recognised.

As part of 'Sustaining a Living Wales', the Government has developed a 'Natural Environment Framework basic decision support tool' which will be used across government in order to build consideration of ecosystems and their services into emerging plans, policies and programmes. We would recommend that this guidance integrates with that Government support tool, which links sustainable development to the achievement of integrated multiple outcomes.

We are aware of some work emerging from Torfaen looking at the role of integrated service delivery to deliver sustainable development. This is based on the concept that all social, economic and environmental services should be planned and managed around the distribution and availability of natural resources. This develops a theoretical system of governance to help balance and integrate social, environmental and economic outcomes in all decision-making, enabling quick response to climate change and other risks. CCW would be happy to further discuss how this approach could be applied to LSBs and the potential relationship with the emerging role of the Single Body.

We feel strongly that there should be an environmental representative (either from CCW/EAW at the current time or from the proposed Single Body in the future) as a core member of each Local Service Board. The current Welsh Government 'Natural Resources Wales' consultation proposes that the new Single Body has a purpose to strengthen the public sector focus on sustainable development, backed up by the proposed Sustainable Development Bill. This proposal provides the ideal opportunity to bring environmental/sustainable development expertise to each Local Service Board throughout Wales.

There is no mention of Local Development Plans (LDPs) within the guidance and, as such the link between Single Integrated Plans and LDPs is unclear. The LDP sets out the vision and policies for development of a local area and is inextricably linked to the economic, social and environmental wellbeing of communities. Clarity about the relationship between the two plans is sought.

While we would welcome the proposed 'unified needs assessment', we have concerns that this assessment must cover much more than just the social needs given here. There also needs to be consideration of intertwined economic and environmental needs such as jobs, transport, energy and food security. In addition, clarity is required on how 'needs' are differentiated from 'demands and desires'. Future Natural Resource Plans (part of WG's 'Sustaining a Living Wales' agenda) may provide a mechanism for providing evidence to inform the needs assessment from an environmental perspective.

In terms of other sources of evidence (page 22), this could include information being gathered through the Local Development Plan process on issues such as housing need. Environmental evidence should inform Single Integrated Plans, although we appreciate that finding the right sources of information can be difficult. We suggest that the proposed 'Natural Resource Plans' (from the 'Sustaining a Living Wales' consultation) should make new data sources available.

Overall, we feel that the guidance currently focuses on public service integration at the expense of a holistic approach to wellbeing based on sustainable development. We encourage amendment, in order to incorporate the Government's own agenda regarding sustainable development. We also encourage further work in developing the guidance to link closely to both the emerging Sustainable Development Bill and the two current Welsh Government Living Wales consultations.

If you have any queries about any of the above, please do not hesitate to contact Helen Fletcher at our Llandarcy office in the first instance.

Yours sincerely

A handwritten signature in black ink, appearing to read 'David Parker', with a horizontal line underneath the name.

Dr David Parker
Director Evidence and Advice



Cyngor Cefn Gwlad Cymru Countrywide Council for Wales



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<http://www.ccw.gov.uk>

CONSULTATION RESPONSE FORM

We are consulting on new statutory guidance which is intended to simplify local service planning, simplify partnership working, and strengthen the strategic role and accountability of the local service board (LSB).

The Guidance is intended to replace existing statutory guidance deriving from a number of pieces of legislation: Community Strategies (Local Government (Wales) Measure 2009), Children and Young People's Plans (Children Act 2004, Children and Families Measure 2010), and Health Social Care and Well-being Strategies (NHS Wales Act 2006). Community Safety planning is non-devolved (Crime and Disorder Act 1998) so the guidance is advisory.

How to respond

Please submit your comments using the online response form or e-mail them to LSBCONSULTATION@wales.gsi.gov.uk

Press 'Tab' to move through fields

Consultation Response Form

Your name: Julie Boswell

Organisation (if applicable): Environment Agency Wales

email/telephone number: 029 2046 6087

Your address: 29 Newport Road
Cardiff
CF24 0TP

1. Does this guidance make clear what is expected and does it provide a sufficiently robust framework for LSB partners to work within?

Comment:

We believe the guidance would benefit from a statement at the start about the purpose and role of Local Service Boards (LSB) and Single Integrated Plans (SIP).

The proposed changes to existing guidance are currently set out in different sections. The role of an LSB is explained in the *Introduction* on page 1 and refers mainly to public service delivery and health, social care and wellbeing issues. This is repeated in Chapter 1 on page 5. The Single Integrated Plan is defined in Chapter 2. The SIP's vision "*is for the sustainable development of the community for the next 10-15 years*". Sustainable Development is covered under *Principles for Integrated Planning Chapter 5*.

The guidance is not clear about where and how the environment, as one of the considerations of sustainable development, will be included in the new process.

We believe the LSB and SIP should be about sustainable development for their communities.

We therefore make the following suggestions:

Sustainable development:

A primary role of the LSB should be to ensure decisions and delivery are based on sustainable development principles. The guidance would be strengthened by including this as the first bullet point under *Role of the Local Service Boards* on page 5. This would ensure that outcomes from the LSBs contribute to the sustainable development of Wales.

The guidance would also benefit from recognising more clearly that sustainable development is about future as well as current generations and that all decisions should be taken considering future scenarios; social, economic and environmental.

We welcome the section in Chapter 5 (page 24) that sets out sustainable development as a key principle of integrated planning. Because Welsh Government has sustainable development as their central organising principle, we believe it should not be thought of as one of several key principles, but the fundamental principle. The guidance would benefit from being clearer throughout that sustainable development should be the fundamental principle for integrated planning and decision making of the LSB.

We also suggest you include examples of what is meant by “failure” in the 2nd bullet, on page 24. Where we are at, or near environmental capacity (such as in areas of poor air quality or water scarcity), we will need to deal effectively with these failures. Environmental risk could also be considered as a “failure”. This is because the short and long term costs of dealing with environmental problems can be significant. This may include social cost, particularly in respect of flood risk and climate change. Climate change adaptation will need to be a key consideration to ensure we can manage the risk, for example of heat extremes.

To deliver this integrated approach and contribute to the outcomes of the Programme of Government, in line with sustainable development principles, the LSB must consider evidence in an integrated way across social, economic and environmental issues and needs. It is therefore essential that the core membership includes, or has ready access to environmental expertise.

Evidence, performance and integrated planning:

We welcome the evidence based approach, integrated planning approach and more robust performance management. This has already been adopted in the Vale and Cardiff LSBs and from our experience appears to be working well.

The Agency recognises it can continue to have a role to play in LSBs. We are a partner for planning and delivery and can bring strategic and local evidence on the environment to the attention of other partners.

- **Evidence**

We suggest that “the use of environmental evidence” is specified to be used in the local needs analysis. This will be essential for identifying issues to be addressed in order to deliver the outcomes within the Programme for Government.

We support a shared outcome approach which is based on evidence and prioritised to greatest need. Shared outcomes, which the public can readily understand, are key to the future success of partnership working . We support the need for these to be cascaded and promoted amongst all partner organisations and that a robust challenge and performance framework around these will be required.

- **Integrated Planning: Chapter 2.**

Given that the *Local Government (Wales) Measure 2009 – Part 2: Community Strategies and Planning*, includes the environment, we suggest that the environment should be more explicitly mentioned within integrated planning (Chapter 2). This could be achieved by adding “being resilient to future environmental challenges” to the list describing what the single integrated plan should be delivering for the Programme of Government.

It would also be helpful for the guidance to clearly explain the role of the LSBs and SIPs in relation to other plans and programmes, such as land use, regional waste and transport plans.

An example of where this may be relevant is any new service provision for communities, such as emergency response facilities needing to be operational at all times. Developers of such facilities will need to work closely with the local planning authorities to ensure suitable land is available in any Local Development Plan (LDP). For example to ensure that Ambulance stations remain operational, even in times of flood.

It is important that the SIP is clear about what it requires to be delivered through other planning processes, e.g. the LDP.

The vision (page 9) should take account of all environmental issues including improvement, access, capacity (air quality or water scarcity) and risk, in addition to climate change.

We welcome the clarity with respect to the Communities First programme and support closer links. Please note that due to the change of emphasis in this programme and removal of the environmental theme, opportunities for linking environmental activity with deprivation or poverty issues may not be so readily identified as with the previous Communities First programme. For example, links between poverty and water efficiency in the home may not be available to inform the SIP.

It would also be helpful to set out any links or implications with respect to the emerging legislation from Welsh Government, particularly the Sustainable

Development, Planning and Environment Bills. The Housing and Transport Bills may also be relevant. If these bring in additional duties, planning tiers or strategic priorities, the role or implication for the SIP and LSB will need to be made clear.

- **Performance Management**

We welcome an outcomes based approach which links to the Programme for Government. In contributing to the wellbeing of people and communities, the environment provides a valuable resource for health and wellbeing. The management of it and its risks, will be an essential element to wider wellbeing outcomes. These aspects should form part of any performance management approach.

2. Are there any parts of the guidance that require clarification?

Comment:

In addition to the points raised above:

We believe the guidance would benefit from highlighting that LSBs are the delivery mechanisms for Welsh Government key investment programmes.

“Who should you work with in developing your SIP?” (page 11). In line with our comment about the vision above, we believe that environmental representation will be needed when developing the SIP. The guidance needs to make this clear.

As far as we are aware, no environmental organisation had a duty to cooperate in the community strategy process. Whilst we are not asking for it now, we do want to be satisfied that the new process will enable the environment sector to engage appropriately.

Environment Agency Wales was actively engaged in the community strategy process and we were a member of the group that produced the Community Strategy Guidance. We are currently members of a number of LSBs and lead or participate in projects and other activities. We want to be able to effectively engage in the new process, to help provide services to the communities of Wales that support their wellbeing, now and into the future. The current guidance does not give us confidence that the environment will be appropriately considered.

“Who is responsible for approving a single integrated plan” (page 13). With no environmental bodies named or included as core partners, how will the plan be signed off to ensure that it is offering the best sustainable solutions to the communities it serves? Would the Welsh Government member provide this role?

Clarity is required around whether non-core members, who have been allocated actions within a SIP, would be subject to the statement on page 13 that their Boards would be required to consider and agree the single integrated plan. We do not consider it appropriate for the Environment Agency’s Board to consider and sign off over 22 SIPs, this may also be the view of the new Single Body for the environment

in Wales. We would expect our organisation to understand, via our business planning processes, that where we are engaged in LSBs and SIPs we are committed to delivering identified actions.

3. Is there anything that is impractical or should be modified or deleted from the guidance?

Comment:

See comment above about the role of Boards signing off SIPs.

Page 17 states that the report should be published on the websites of all LSB members. Do you really mean a multitude of copies to be available on the internet? It would be better to be published once, and LSB members make it available via their websites with links.

4. Is anything not covered in the guidance that you think should be?

Comment:

Page 13-14 lists the responsibilities of the LSB in relation to the SIP. We suggest an additional responsibility should be:

- Ensuring the plan contributes to overarching Sustainable Development outcomes for Wales (current SD Scheme or subsequent SD Bill)

Page 22 lists other sources of evidence. An additional source should be the Welsh Government website – particularly StatsWales and the Welsh Index of Multiple Deprivation Ranks and Indicators (which includes a physical environment domain).

5. Are there any policy issues in the guidance that you disagree with?

Comment:

We do not disagree with the policy issues in the guidance. They should be strengthened, particularly with regard to the environment and sustainable development policy agendas of Welsh Government.

6. Do you think putting LSBs on a statutory footing would help to deliver the policy objectives?

Comment:

We believe that putting LSBs on a statutory footing would help to deliver the policy objectives, particularly contributing to sustainable development. This would demonstrate commitment and remove the opportunity for partners to opt out of working collaboratively.

7. Do you have any other comments or questions?

Comment:

This guidance needs to consider future engagement on environmental issues with the new Single Body for managing the natural resources of Wales. There may also be issues with respect to scrutiny and the governance changes discussed in this guidance. We would suggest contact is made with the Single Body team in Welsh Government.

Page 10 talks about an information strategy to ensure information is a shared local resource. For this to work efficiently, it will impact on information strategies across a broad range of organisations in Wales.

Page 11 talks about an engagement strategy. The targeting element could be enhanced by referring to the work recently carried out by Welsh Government which identified groups with common attitudes in relation to Energy, Water; Waste and Transport. [Link to report.](#)

Responses to consultations may be made public - on the internet or in a report. If you would prefer your response to be kept confidential, please tick here:

Caerphilly Local Service Board

WG Discussion paper – Sustainable Development Bill and legislating for Local Service Boards.

The Caerphilly Local Service Board (LSB) met on Wednesday, 17th April, 2013, when the above was agenda'd for discussion. This was the first occasion that the LSB has met since the Minister wrote on 27th February, 2013, inviting comments on specific proposals to legislate on the role and further development of LSBs, via the Sustainable Development Bill.

Members of the Caerphilly LSB are totally committed to and fully focussed on the principles and practice of integrated planning and rationalisation of partnerships, as demonstrated by their single integrated plan entitled “Caerphilly Delivers”, which they approved at the above meeting.

Whilst the Aneurin Bevan Health Board, Gwent Police and Welsh Council for Voluntary Action have made separate submissions, LSB members were also cognisant of and broadly supportive of the submission made by the Welsh Local Government Association.

However Caerphilly LSB had the following specific concerns that:-

- Legislative proposals could become a “distractor” and/or a “disabler”. The LSB were cognisant that locally (and within region) LSBs have developed over many years as a result of positive partnership working arrangements, based on committed professional relationships, which have facilitated trust, confidence, flexibility and innovation. It is through people with such drive and determination that the work of the LSB is achieved and not through legislative proposals, which could potentially foster an over-reliance on “statutory duties” and a compliance culture.
- Legislative requirements do not add to the bureaucratic burden at a time of diminishing public service resources.
- Legislative change is potentially costly, whilst there is no reassurance that the proposals “add value” to the achievement of the LSBs outcomes and priorities.
- The change from the requirement to produce a “Single Integrated Plan” (SIP) to a “Wellbeing Plan” would potentially lead to confusion. From 2011/12 to the implementation of the SIP (2013) to that of the Wellbeing Plan (2017?), the “Single Integrated Plan” brand would have been well developed and readily recognisable by officers, organisations, stakeholders and more importantly the public. To then introduce the concept of a Wellbeing Plan would potentially lead to further confusion.
- Voluntary sector membership of the LSB, as “full and equal partners”, is critical to the success of partnership working at a strategic and tactical level.

The Sustainable Development Duty and Collaborative Working

Discussion Paper for Local Service Boards

The Merthyr Tydfil Local Service Board welcomes the opportunity to respond to this discussion paper the potential changes to local service boards as part of the development of the Sustainable Development Bill.

Merthyr Tydfil Local Service Board fully recognises the benefits of integrated planning and partnerships through the establishment of the Merthyr Tydfil Partnership Board in August 2011, replacing the existing “executive” groups responsible for overseeing the delivery of the previous Health, Social Care and Well Being Strategy, Children and Young People’s Plan and Community Safety Plan.

The links between the Single Integrated Plan and sustainable development is clear as both focus on the long term social, economic and environmental well being of an area, early intervention and prevention and also collaborative working between partners.

The success of local service boards is down to the commitment of partners around the table and the delivery of local solutions for local needs. There is concern that adding additional statutory requirements may add burden and reduce local discretion.

Consideration will also need to be given to allow flexibility in collaborative working across regions not just across the regional “footprint”. The Merthyr Tydfil Local Service Board fully embraces the drive towards collaborative working which is evidenced through the commitment to the excellent joint working being undertaken through the Cwm Taf Regional Collaboration Board.

In considering collaborative working whether across the Cwm Taf area, Heads of the Valleys area or with other neighbouring authorities, the outcomes for our citizens and the way we deliver services to them needs to be our first consideration in order to provide better value for money and service improvement.

A framework for partnership working must be flexible. It is important to retain local approaches to integrated planning and partnerships based on the requirements of local delivery for local need.

We welcome placing the single integrated planning framework on a statutory footing. It is currently governed by a number of pieces of legislation, but placing it within the Sustainable Development Bill will simplify and rationalise the current legislative framework and clearly define its place within the governance framework being created to embed sustainable development. The simplification of the local strategic planning system, through integrated planning, will further embed sustainable development.

However there needs to be an awareness that not all current partners would be subject to the duty. Also, any shared outcomes would need to demonstrate that they were sustainable and had taken sustainability principles into account when being agreed.

Integrated Well Being Plans

The community leadership role of local government and the proposals to give local authorities a specific duty to convene a statutory partnership, whose function is to prepare and deliver the new Well Being Plan, is welcomed.

It is important not to get too concerned about the name of the new plan as the “Well being Plan” reflects the principles of Sustainable Development in improving the, long term social, economic and environmental well being of the area. However, could it been seen as a new “Health, Social Care and **Well Being Plan**”. There has also been a drive to raise the profile of the Single Integrated Plan during its development, and this will need to be undertaken again during the development of the “Well Being Plan”.

The Local Service Board, membership, area covered, operation and broad functions.

As previously highlighted, it is welcomed that the Local Authority must convene a statutory partnership called the local service board. In relation to membership, we feel that both the Third Sector and WG should remain as “core members”. Relationships with the third sector are key and the role and input of both the Third Sector and the WG representative on the Merthyr Tydfil LSB are valued and beneficial.

Again, we welcome that the discussion paper highlights the need for local discretion and local delivery and the Merthyr Tydfil LSB already “co-opts” members as and when appropriate to discuss specific areas. Where organisations fit into the planning structure in Merthyr Tydfil, whether at LSB or Merthyr Tydfil Partnership Board level must be left to local discretion and therefore there must be as much local flexibility as possible.

We support removing the barriers to collaborative working but consideration also needs to be given to the future relationship between local service boards and regional collaboration boards. The Cwm Taf Regional Collaboration Board is well established and is working on a number of regional projects.

In working collaboratively across a wider area, we must ensure that we do not lose close working relationships with our communities especially through the new Communities First Clusters.

Integrating Planning Groups/ Joint Delivery Groups have been established in Cwm Taf including for example the Supporting People Regional Collaborative Committee, Area Planning Board for Substance Misuse, Empty Homes Regional Steering Group, on going collaboration for domestic abuse through

domestic homicide reviews, MARAC Steering Group, Perpetrator Project, Health Domestic Abuse Forum and the SDVC Operational Group and the Regional Local Safeguarding Children's Board.

However does the Bill need to include "the powers to direct"? Could this undermine the work that has already been undertaken regarding the streamlining of partnerships and delivery groups? Again, there needs to be local flexibility depending on local priorities and what is best for the needs of the local community.

We agree that the Well being Plan should fall equally on all LSB members.

Local Service Boards

In relation to the proposed main functions, removing blockages and barriers to the delivery of the Well Being Plan should also be included.

Strategic Needs Assessment

It is welcomed that a high quality evidence base is essential. However, capacity and capability across LSB partners will be challenging and resource intensive. Both the LGDU and the proposed Sustainable Development Body could have the potential to provide support and guidance.

If the independent sustainable development body successfully supports organisations to embed sustainable development as their central organising principle it is imperative that this organisation is established as soon as possible. It will also help to develop guidance, measures/indicators, capacity and support in collaboration with organisations that will be subject to the duty.

We agree that evidence and research for "what works best" should be included in the Needs Assessment. We have done this and are further developing this as part of "the story behind the data" element of our first Unified Needs Assessment.

In relation to the proposal that Welsh Ministers should have powers to direct LSB's to undertake specific analysis of policy issues or the needs of specific groups in their area may create additional workloads that will require additional resourcing. The capacity and skills across LSB partners will need to be addressed.

Making the Plan

We agree that the Local Development Plan should "stand alongside" the Well Being Plan but should this be strengthened.

Outcome based approaches are still developing and sharing good practice, learning etc. will be important to this on-going development.

Consultation, engagement and participation

Merthyr Tydfil LSB and RCT LSB (through the Cwm Taf Regional Collaboration Board) have clearly identified the need for a strategic approach to engagement and consultation to reduce duplication and overload. The Project that is already in place has been set up to develop improved consultation & engagement capacity across both areas, led and overseen by the existing mechanism in Rhondda Cynon Taf; share best practice and encourage shared learning and expertise including the improvement of effective consultation with marginalised and under represented groups; develop joined up consultation initiatives, to improve the mechanisms for consultation in both LSB's; prevent survey overload and duplication and provide cost savings and achieving economies of scale.

It is suggested that the Home Office is added to the list of consultees.

Adoption and management of the Well Being Plan

It is agreed that the governing bodies of the LSB members formally consider and adopt the strategic needs assessment and Well Being Plan.

We would question whether all of the Well Being Plan needs to be reflected in LSB member Corporate Plans or just the priorities that they are leading on - otherwise Corporate Plans could just be a restatement of the Well Being Plan. The priorities within the Well Being Plan in this case would need to be allocated to a Lead LSB member and then included in the relevant Corporate Plan. Although priorities would be allocated to a Lead LSB Member that is not to say that the rest of the members would not contribute. It is agreed that there must be a clear line of sight between the WB Plan and Corporate plans, not a total restatement. However, whilst there may be a Lead LSB member to coordinate action on a priority, where more than one member is responsible for delivery, there must be reference in each partner's corporate plans.

Whilst the discussion paper identifies the scrutiny requirements for Well Being Plans, we have concerns that a Well Being Plan could be referred for further scrutiny or be "remade". Well Being Plans should be based on local need, agreed following consultation and engagement, with local partners and communities, with scrutiny processes forming part of the development process for Well Being Plans.

Reporting.

We agree that an annual report is made against the outcomes within the Plan, clearly identifying not only individual but also the collective contributions and accountability of the LSB in ensuring the delivery of the Well Being Plan. However, there is a need to ensure that there is no increased burden on partners and avoid duplication of existing reporting arrangements.

Accountability

We welcome the important role of scrutiny, through the development of the Well Being Plan and also in raising standards and improving performance.

The early publication of the new regulations on the wider duty to scrutinise, along with the guidance will be of further benefit.

The proposals to embed scrutiny and accountability within existing frameworks is welcomed. Will there be capacity and expertise in sustainability within the Wales Audit Office to carry out this function; and similarly the capacity and expertise for scrutiny of sustainability issues within scrutiny functions of Local Authorities?

Timing and Review

The LSB supports Well Being Plans being linked to electoral cycle and our Single Integrated Plan reflects this. However, consideration will need to be given to the relationship between electoral cycles and the longer term vision that is fundamental to Sustainable Development.

There are some concerns that should be noted regarding linkage to electoral cycles in that there is a possibility that some “Well-being Plans” could change dramatically with a newly elected administration. This approach will mean a more politicised process, which may not be agreeable to all partner organisations.

Role of the Auditor General

Would this provide a consistency of approach across public services in relation to performance management etc?

There is also a need to ensure there is clarity and no risk of duplication and additional burden with regards to the role of other inspection bodies e.g. CSSIW and Estyn.

Does this mean that the Outcome Agreement will be audited by the WAO or just the relationship between Well Being Plan and the Outcome Agreement?

Will there be capacity and expertise in sustainability within the Wales Audit Office to carry out this function?

In situations of non compliance of the duty how would liability be apportioned across the partners in Local Service Boards?

Simplification

The LSB supports the WG's aims to simplify the framework for local authorities and their partners to plan for improving well being in their area.

CITY AND COUNTY OF SWANSEA
DINAS A SIR ABERTAWE

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Cllr David Phillips

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26 March 2013

Dear Ms Griffiths

I received a letter from Carl Sargeant dated the 21 February 2013 in my capacity as Chair of Swansea Local Service Board. The letter was regarding the Sustainable Development Duty and Collaborative Working.

At its meeting on 19th March, Swansea Local Service Board considered the letter and accompanying discussion paper. Please find attached our comments.

Yours sincerely



COUNCILLOR DAVID PHILLIPS
LEADER & CHAIR OF SWANSEA LOCAL SERVICE BOARD

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Response to Carl Sargeant's Letter from Swansea Local Service Board
March 2013

- 1. Considering proposals to place integrated planning on a single statutory footing and simplifying existing legislation relating to planning and partnership working;**
 - We agree in principle with the proposal to place integrated planning on a single statutory footing and simplify existing legislation relating to planning and partnership working. However we are not convinced that this would work in practice given the complex legislative landscape that we have.

- 2. Aligning the strategic planning cycle with the local electoral cycle in a way which encourages longer term planning;**
 - Planning should reflect the generational nature of sustainable development but also needs to allow for flexibility. Our preference therefore is for a rolling annual action plan set in the context of long term targets of 10 to 15 years rather than a four year planning cycle.
 - In Swansea we have assessed future trends against identified future risks within the Single Needs Assessment. This helps promote longer term thinking and provides a basis for discussion.

- 3. Ensuring partnership planning and commissioning is evidence based and that performance management is focused on outcomes;**
 - We agree with this proposal in principle.
 - We are concerned that evidenced based planning and commissioning is not undertaken consistently across service areas and that resources are not available to do this.

- 4. Considering proposals to make Local Service Boards statutory, without incurring additional running costs;**
 - A statutory duty may have some benefit, for example by ensuring that all partners come to the table, although there does not appear to be a strong case to support this.
 - We do not believe that a statutory duty will have a significant influence on whether the partnership is successful or not.
 - Given that the LSB will contain the Community Safety Partnership, which is in itself statutory, the LSB will already be statutory in some regards. Formalising this status may be sensible for simplicity's sake.
 - We support the proposal to seek to include the Police in the core (statutory) membership of the LSB, by entering into appropriate discussions with the UK Government.

- We believe that core membership of the LSB should include the third sector (through CVCs) and the Welsh Government. We also believe that universities and National Resources Wales should be included in the core membership.
- We feel that there should be flexibility in the wider membership of the LSB. LSBs should be able to invite other organisations, over and above the core membership to be members.

5. Considering proposals to enable groups of LSBs to form ‘delivery groups’ to undertake strategic commissioning functions;

- We have concerns with the proposal to give Welsh Ministers powers to direct two or more local authorities to undertake integrated planning or form joint ‘delivery groups’. We agree that there should be the opportunity to do it if it is beneficial locally but would be concerned if this was determined nationally.
- The existence of different regional footprints will make this proposal difficult to achieve in practice.
- Need to be clear about what is meant by commissioning as it means different things in different organisations.

6. Ensuring partnership working is subject to cross-cutting duties such as the Equalities duty;

- We agree with this proposal as it will promote a partnership, rather than organisational, context for achieving equalities objectives with opportunities for sharing resources.
- In practice a stronger overarching framework may be required to make this work.

7. Strengthening accountability and assurance of partnership working a/ by requiring the scrutiny of integrated plans and delivery by local government scrutiny committees and b/ by giving a role to the Auditor General for Wales to assess the quality of decision making by LSBs, through the main provisions of the Sustainable Development Bill;

- We agree with the proposal that single integrated plans should be subject to local government scrutiny but would like to see this operate as a multi agency function. In Swansea we are looking at setting up a multi agency scrutiny panel for this purpose.
- We agree with the proposal of giving the Auditor General for Wales a role in assessing the quality of LSB decision making.