

Carmarthenshire Local Service Board Update 2015

1. Introduction and Background to LSB

Local Service Boards (LSBs) were set up in 2007/2008 as a direct response to Sir Jeremy Beecham’s review of local service delivery – ‘Delivering Beyond Boundaries’ which was published in November 2006. The review set out an action plan for improving Public Service Delivery in Wales. One of the actions was to establish LSBs. Carmarthenshire was successful in becoming a pilot area for the setting up of Local Service Boards in 2007 and this new board evolved from the Carmarthenshire Community Planning Steering Group which had been established in the county. The board as a pilot area agreed on two main priorities for the LSB those being Health & Social Care Integration and Sustainable Development.

Carmarthenshire Local Service Board has developed significantly since it was established and although there have been changes in terms of individual membership the core member organisations have remained committed to supporting a strategic direction of travel for the county with a focus on delivery from the top. The Carmarthenshire LSB includes the following organisations (with named representatives):

Organisation	Representatives
Carmarthenshire County Council	Cllr. Emlyn Dole, Leader & Vice-Chair of LSB Mark James, Chief Executive Wendy Walters, Assistant Chief Executive Rob Sully, Director of Education & Children’s Services
Hywel Dda University Health Board	Bernardine Rees, Chairman of Hywel Dda University Health Board Steve Moore, Chief Executive Sarah Jennings, Director of Governance, Engagement & Communication
Dyfed Powys Police	Chief Superintendent Clare Parmenter
Coleg Sir Gâr	Barry Liles, Principal elected Chair of LSB in May 2014
University of Wales Trinity Saint David	Jane Davidson, Director of INSPIRE
Carmarthenshire Association of Voluntary Services	Marie Mitchell, Chief Officer
Natural Resources Wales	Huwel Manley, Environment Manager West
Mid & West Wales Fire & Rescue Service	Adrian Nicholas, Head of County Command
Welsh Government	Frances Duffy, Director of Health Transport & Reconfiguration
Police & Crime Commissioner for Dyfed Powys	Tim Burton, Deputy Commissioner
Department for Work & Pensions	Jocelyn Llewellyn, Senior Employer and Partnership Manager (Jobcentre Plus)

2. Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generation (Wales) Act 2015 was published last year with the duty applying from April 2016 onwards. The Act seeks to improve the social, economic, environmental and cultural well-being of Wales. It will help to improve the way in which sustainable decisions are made across named public bodies in Wales with all of those public bodies working to a common set of seven national goals:

- A prosperous Wales;
- A resilient Wales;
- A healthier Wales;
- A more equal Wales;
- A Wales of cohesive communities;
- A Wales of vibrant culture and thriving Welsh language; and
- A globally responsible Wales.

The Act will also move the existing Local Service Boards on to a statutory basis where they will become known as Public Service Boards (PSBs). PSBs need to be in place from April 2016 and will be responsible for improving the economic, social, environmental and cultural well-being of the County. The PSB will utilise the sustainable development principle to maximise its contribution to the achievement of seven national well-being goals by addressing the specific well-being needs of the area.

Sustainable development is the overriding principle of the PSBs activities. This means acting in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

Transition Arrangements from LSB to PSB

The Council's Policy & Partnership Team have been preparing for the transition from LSB to PSB and this was supported by a workshop that took place in January 2016 with current LSB members to consider what elements of best practice we want to continue from the LSB into PSB and also transition arrangements into the new Board. Arrangements for the scrutiny of the work of the PSB are yet to be finalised but there is an expectation that a designated local authority scrutiny committee (likely to be the Policy & Resources Scrutiny Committee in Carmarthenshire) is responsible for this role. The designated scrutiny committee can require any PSB member to give evidence to the committee but only in respect of the exercise of joint functions conferred on them as a member of the PSB. Terms of Reference for the PSB and supporting structure are currently being prepared and will be agreed at the first meeting of the PSB in May 2016.

3. Summary of issues discussed during 2015

The past 12 months have been a challenging period for each of the individual LSB member organisations with significant service pressures and a changing financial position requiring organisations to review their existing services and current delivery

mechanisms in order to reduce costs and achieve efficiencies in working to a shrinking public sector budget. The LSB has played a key role in identifying collaborative approaches and responses to some of these challenges and will continue to do so over coming years as the current budget trends continue. Organisations recognise that by working together they are able to share knowledge, information and experience of work and projects that they have delivered but also to use the forum to identify any opportunities to make the most efficient and effective use of the resources available to us for the benefit of the county. A number of key developments that have happened over the past year are noted below:

3.1 Single Integrated Plan

Carmarthenshire had decided to integrate all its statutory and some non-statutory plans into one document back in 2011 through the Integrated Community Strategy (ICS) for Carmarthenshire 2011-16. The LSB has responsibility for developing and monitoring progress against the strategy which sets the vision and aspiration for Carmarthenshire as a whole. As a result of the Well-being of Future Generations (Wales) Act the ICS will change to become a local well-being plan from 2018 onwards. A proposal will be taken to the March LSB to get agreement to extend our current ICS, which is due to be reviewed in April 2016, to 2018 when the Well-being Plan will then take over. An annual report on delivery against the ICS outcomes and goals during 2014-15 was presented at the LSB annual forum event held in Parc y Scarlets on December 1st 2015.

3.2 Strategic Review of Partnerships

Towards the end of 2014, the LSB made the decision to review its current arrangements with regards to strategic partnerships. It identified a series of recommendations that highlighted that the current partnership structure was not fit for future purpose. Taking into account the direction being set by the then Well-being of Future Generations Act, it became more of a focus to ensure our local structures were set up to deliver on the future requirements being placed on us by the forthcoming Act. A final review paper was presented to the July 2015 LSB meeting which listed nine recommendations for approval. This paper was accepted in its entirety and paved the way for replacing the current five partnership model (Community Safety; Children and Young People; Environment; Regeneration; and Health & Social Care) with three thematic groups. The three thematic groups will be as noted below and reflect the new national goals:

- Healthy Families and Communities;
- Fair and Safe Communities; and
- Prosperous and Resilient Communities.

Each of the thematic groups will also consider issues relating to the cross-cutting themes of poverty; children and young people; older people; and Welsh language.

3.3 Collaborative T&F Workstreams:

During the early part of 2015, it was agreed to establish a series of LSB workstreams on matters where greater collaboration between LSB partners could lead to efficiency of

service, greater capacity and cost reduction for all individual partners. These workstreams are being taken forward on a task and finish basis and have focussed on:

- a. Estates and facilities maintenance;
- b. Transport;
- c. Staff development;
- d. Procurement.

Following updates provide an outline of some of the main achievements of these workstreams to date:

- **Estates & Facilities Maintenance**

Workstream Lead: Jonathan Fearn; Head of Corporate Property for CCC:

The group has considered matters relating building and grounds maintenance, servicing of electrical and mechanical equipment, energy and new build and construction development and have established a sub-group to take some of these areas forward. The group have also established a further sub-group to consider parking management issues at Jobswell Road which affects a number of LSB partner organisations. Other areas being explored by the group include a web based meeting room booking system and co-location opportunities, discussions are underway to progress both these initiatives.

- **A strategic approach to collaborative people management**

Workstream Lead: Caroline Peek, Coleg Sir Gar & Dr Liz Wilson, University of Wales Trinity Saint David

A successful leadership conference was held in November 2015 which was attended by over 90 senior managers from across LSB partners. As a result of the success of this event further consideration is being given to the development of a collaborative leadership programme across public sector agencies in the County.

- **Transport**

Workstream Lead: Peter Llewellyn, Head of Strategic Partnerships; Hywel Dda University Health Board

The work of this group has concentrated on a collaborative approach to pool car booking, scoping of opportunities to share bunkered fuel sites, shared staff travel policies to reduce business mileage and a strategic transport analysis that has been conducted to identify further opportunities.

- **Procurement**

Workstream Lead: Alan Aitken, Procurement Manager; Carmarthenshire County Council

The group have been looking at opportunities to work collaboratively on future procurement projects by sharing future work programmes and liaising locally on National Procurement Service projects and work. Opportunities relating to sharing best practice on community benefit clauses in contracts are also being developed.

3.4 Carms News

LSB partners agreed to continue to fund Carms News during the 2015-16 financial year and also agreed to the paper being re-focused. This meant that a newly formed multi-agency editorial committee would be established to ensure that joint articles were published where possible and better use of space and less duplication occurred amongst partners. It was agreed that the pages would focus on one of the five priorities contained within the Integrated Community Strategy and to have more interaction with the public with better use of 'what's on' pages, calls to action and 'Did you know' sections. It was further agreed during 2015 to reduce the number of editions of the paper from six to four. Discussions are underway with regard to arrangements for the 2016-17 financial year with partners keen to continue to support the publication. It is likely that the number of hard copy editions circulated to each home will be reduced to two per year with a further two editions published online only.

3.5 Climate Change Adaptation Work

Through the Environment Partnership, the LSB commissioned a piece of work to identify key actions for climate adaptation and a report was produced based on work undertaken during 2014 and 2015 in considering the potential implications of climate change in Carmarthenshire. The report outlines a number of recommendations that will be taken forward around four specific areas: Infrastructure; Asset Management; Communications; and Finance. A working group has been established, led by University of Wales Trinity Saint David, which will involve a number of LSB partners to develop a work plan for taking the recommendations forward in 2016.

3.6 LSB ESF Project Closure

2015 saw the closure of the six LSB ESF Projects that were being taken forward in Carmarthenshire through ESF funding drawn down to progress projects. The six projects were as follows:

- **Carmarthenshire & Ceredigion Third Sector Brokers** – this project looked at developing links between the community based health and social care teams in Carmarthenshire and Ceredigion with the third sector providers. The brokers worked closely with the health and social care Community Resource Teams to ensure services and support provided by the third sector was included as part of the support package to clients and patients. This added value to core statutory service provision as well as supporting clients who are not eligible for core services. Three brokers were employed in Carmarthenshire and two in Ceredigion. The broker roles were hosted by the voluntary sector (CAVS in

Carmarthenshire and CAVO in Ceredigion) with the posts being based within the Community Resource Teams working with these fully integrated teams. The ESF funded project came to an end in December 2014 but due to the success of the roles and evaluation of added benefit provided the roles have been mainstreamed into core service provision within Integrated Services. The posts are now hosted by the Health Board.

- **Carmarthenshire Success** – This project was hosted by Coleg Sir Gâr and worked in partnership with LSB partners. This project employed a part-time co-ordinator until December 2014 to provide a strategic approach to support the shared delivery and promotion of 25 apprenticeship opportunities per year for employment and training in the public sector for local young people aged 16-24, within Carmarthenshire.
- **Environment Partnership Development Officer** – The Environment Partnership Development Officer role was a resource to support the LSB in developing and delivering upon challenging Sustainable Development targets. Part of this work included supporting the Environment Partnership in Carmarthenshire which was made up of representative organisations from across all sectors. The aim of the role was to lead, coordinate, develop and project manage the current and future activity of the Environment Partnership. This included working proactively with a range of partners of the LSB to ensure effective local collaboration, plus integration with wider regional and national agendas. Given the re-structure of the Carmarthenshire partnership arrangements the Environment Partnership will no longer exist with the agenda integrated into the new thematic working groups.
- **Advice & Support Carmarthenshire (ASC)** – ASC sought to facilitate and enable partnership working between the various agencies that provide advice and support services with an emphasis on poverty and social inclusion. The project aimed to ensure the best use of the resources available within the County, creating a more joined up approach and ultimately greater capacity to support as many citizens as possible through the delivery of focussed campaigns. The coordinator did not provide the advice and support directly but facilitated and worked with organisations that were already active in this area in order to better target provision in areas of identified need. The coordinator also supported organisations to work collaboratively to strengthen any funding bids for financial support. The ASC network has been disbanded as a result of the cease of funding but the Council is looking at the funding it provides to the sector through the Third Sector review being undertaken by TIC.
- **LSB Development Officer** – This was a staff post which funded the LSB Development Officer to support the development of a workplan and secretariat of the LSB. This post was continued in 2015-16 through Welsh Government funding.

- **Regional Collaboration & Improvement officer** – This project aimed to develop greater collaboration between, and integration of, key programmes to Tackle Poverty in the most deprived communities in Wales, namely Communities First, Families First and Flying Start. It sought to reduce duplication in areas of programme overlap; encourage greater and more effective collaboration between the programmes, key service providers, and other appropriate agencies and stakeholders and ensure that programmes are planned jointly and maximum use is made of resources, ensuring joined up delivery and reduction in duplication.

The Project also looked to engage with Local Service Boards (LSBs) to develop informed, effective relationships and provide an integrated approach to regional planning and commissioning of services across local authorities. This in turn would lead to better commissioning processes and support the development of strong governance and performance management.

3.7 Agency response to incidents in Llanelli (November 2015)

The LSB is reactive to certain events and incidents that require a multi-agency response within the County. Partners will also bring certain matters to the Board's attention to keep others updated or if it may affect one of more of the other LSB partners. During November 2015, there were two separate events in Llanelli where two men were murdered in the same local area, both deaths were unconnected. The Force brought the item to the LSB to re-assure other partners of the process being undertaken and any community interventions that had been put in place and to consider any other possible avenues of collaboration between partners that had not been taken forward.

3.8 Syrian Re-settlement Scheme

Carmarthenshire LSB received an update on progress in terms of the local approach towards delivery and support for the UK wide Syrian Resettlement scheme. Carmarthenshire are due to receive their first cohort of refugees during the early part of 2016. In order to prepare for the arrival of the refugees, a multi-agency Task & Finish group has been established locally. Lead by Robin Staines, Head of Housing & Public Protection, the group will consider a work programme around four main priorities: Health; Housing; Employment; and Education, to ensure that all Syrian refugees have access to opportunities to integrate them fully into the County upon arrival through the scheme. Discussions at LSB included that Dyfed Powys Police have established their own Oversight Board to monitor any community tensions and the Health Board noted they had Syrian clinicians who were keen to do what they can to help. The Board agreed to receive regular updates on progress around the resettlement scheme.

4. Future Public Services Board Arrangements and Priorities

The newly formed PSB (first meeting to be held on 12 May 2016) will consider its priorities once the Board has been formed and Terms of Reference and chairing arrangements have been agreed. A full work programme will be developed for future

meetings. It is likely that the following areas of work will feature as ongoing priorities for the PSB:

- a. Prepare and publish an assessment of the state of economic, social, environmental and cultural well-being in Carmarthenshire by no later than May 2017;
- b. To prepare and publish a Local Well-being Plan for the county setting out local objectives and the steps it proposes to take to meet them by no later than May 2018;
- c. To confirm future scrutiny requirements and arrangements for the PSB as a result of the WFG Act guidance;
- d. To continue with the collaborative working workstreams established by the LSB;
- e. To develop communication and engagement platforms in Carmarthenshire between PSB partners, particularly with PSB stakeholders, Town & Community Councils, Elected members, communities and any other interested parties).