



**City & County of Swansea  
Local Service Board Scrutiny Performance Panel**

**Date:** 17 November 2014      **Time:** 4.30pm-6.30pm

**Venue:** Chamber Meeting Room, Civic Centre

**Members of the Panel:**

Cllr Mike Day (Convener)      Cherrie Galvin (SCVS representative)  
Cllr Mary Jones      Michael Williams (ABMU Health Board representative)  
Cllr Paxton Hood-Williams      Mark Brace (Police Commissioner representative)  
Cllr Fiona Gordon

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**AGENDA**

No.	Item
1.	<b>Apologies</b>
2.	<b>Action log 22 September 2014 and matters arising</b>
3.	<b>Notes from discussion with Joanna Jordan (Welsh Government) and Carol Green (SCVS)</b>
4.	<b>Development session: Discussion with members of the LSB Executive Group in order to:</b> <ul style="list-style-type: none"><li>• develop an understanding of the role of each organisation in delivering the LSB priorities</li><li>• learn about key successes</li><li>• learn about key challenges</li><li>• seek ideas for possible items to include in the Panel's work plan</li></ul>
4a.	<b>Phil Davies</b> – South Wales Police (Temporary Chief Superintendent)
4b.	<b>Jan Worthing</b> – ABMU Health Board
5.	<b>Local Service Board Case Studies – Welsh Government research</b>
6.	<b>Future meeting times</b>
<b>Items for information</b>	
7.	<b>Future meeting dates:</b> <ul style="list-style-type: none"><li>• 26 January</li><li>• 23 March</li><li>• 18 May</li></ul>

Please note members should declare personal and prejudicial interests and party whipping in the usual manner.

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## ITEM 2



# Action Log

## Local Service Board Scrutiny Performance Panel

**Date:** 22 September 2014 **Time:** 11am  
**Attendees:** Mike Day , Michael Williams, Cherrie Galvin, Mary Jones, Paxton Hood Williams, Carol Green , Joanna Jordan, Rosie Jackson  
**Apologies:** Mark Brace, Fiona Gordon, Phil Davies – South Wales Police  
**Date of next meeting:** 17 November 2014

No	Details	Assigned to	Due Date	Comment/ Rationale
1	<b><u>Apologies</u></b> As above. Chief Superintendent Phil Davies will attend the next meeting, along with Jan Worthing from AMBU.	All to note		
2	<b><u>Discussion with members of the LSB Executive Board – Carol Green SCVS and Joanna Jordan Welsh Government</u></b> See separate notes for details of discussion.	All to note		
3	<b><u>Potential scrutiny questions:</u></b> Following the discussion with CG and JJ the Panel raised the following questions for further discussion in the future: <ul style="list-style-type: none"> <li>• Is the LSB too Council dominated?</li> <li>• What are the key issues the LSB has moved on each year?</li> <li>• What is going on in LSBs elsewhere?</li> <li>• What is the impact of membership issues? Are the right people with the right level of decision making powers regularly attending the meetings? Are there too many substitutions with a subsequent loss of continuity?</li> <li>• Should the work of the LSB be more visible, including better communications and open to the public?</li> <li>• Are the outcomes of the LSB's work clear?</li> </ul>	All to note		
4	<b><u>LSB Structure</u></b> Panel to be provided with the LSB structure slide fro Dave McKenna's presentation.	RJ		Structure emailed to Panel with agenda.

5	<p><b><u>Visit to other Local authorities with LSB scrutiny Panels</u></b>          Bridgend Council have a LSB Scrutiny Panel and are happy to meet, however they have suggested it would be better to do so in the new year, as the panel has recently reformed and its first meeting will take place in January.</p> <p>In the meantime, agreed that the Chairs will meet prior to this.</p>	RJ to arrange		Meeting took place between Cllr Mike Day and Cllr Norah Clarke 3 Nov.
6	<p><b><u>Changes to Council Leadership</u></b>          Due to recent political changes the Council has a new Leader and Chair of the LSB. Panel agreed to invite Cllr Rob Stewart to November or January Meeting.</p>	RJ to arrange		Leader is available to attend meeting on 26 January. However can only attend at 11am.
7	<p><b><u>Time of next meeting</u></b>          Panel agreed to change the time of the next meeting to 4.30pm.</p>	All to note		
8	<p><b><u>Future meeting dates:</u></b></p> <ul style="list-style-type: none"> <li>• 26 January</li> <li>• 23 March</li> <li>• 18 May</li> </ul>	All to note		

## ITEM 3

### Local Service Board Scrutiny Performance Panel

22 September 2014

#### Notes from discussion with Carol Green and Joanna Jordan (Members of the LSB Executive Group)

As members of the LSB Executive Board Carol Green (Director of SCVS and vice chair of the LSB) and Joanna Jordan (Welsh Government) representative on the LSB) were invited to meet with the Panel to share their views on:

- Role of partners in delivering priorities
- What has gone well
- What are the challenges
- Where can the scrutiny panel add value to the work of the LSB

#### **Role of Welsh Government (WG) on LSB**

Role of WG representative is slightly different in that not bringing direct resources to LSB. It is not for the WG rep to determine priorities for LSB, the role is to help facilitate the work. When barriers in pace due to WG, role is to take back to help move things on. But still part of the discussions, providing advice on whether LSB going in direction set out by WG. For example, when Needs Assessment and one Swansea Plan were facing deadline difficulties. JJ encouraged LSB to move the work on and to meet the deadlines. JJ will often take issues back to WG and try to address issues behind the scenes in order to “oil the wheels”. JJ only sits on Swansea’s LSB but there is a forum of LSB representatives within the WG that meets to discuss issues.

#### **Role of SCVS on LSB:**

Director of SCVS represents the 3<sup>rd</sup> sector. Whilst the 3<sup>rd</sup> sector is large and not all are affiliated with SCVS, the Director attends a range of other forums which have confirmed that they are happy with her to be the 3<sup>rd</sup> sector representative on the LSB.

SCVS has part of its website dedicated to LSB and partnership working and uses this as its main communication method. However promotion of the work of the LSB could be improved across the board.

#### **What has gone well?**

- The former chair of the LSB encouraged a sharper focus and the setting up of the Executive Group has been helpful. It meets more regularly, contains the key members and allows quicker decision making.
- The development of the One Swansea Plan has achieved a great deal of consensus on the priorities for Swansea. This is a big achievement, senior

leaders are in agreement, the plan is now in place and the LSB is working through the issues.

- The membership of the LSB brings together the key public sector leaders who can deliver the resources and policy changes that may be required to get things done.
- The number of priorities that are being focussed on this year has been reduced from 21 to 8. Each priority is being looked at in turn and it is felt that this approach will improve effectiveness,
- There are good working relationships between the heads of the key organisations, who also meet outside of the LSB. But this is done in the knowledge that the LSB is in place, promoting partnership working and providing an oversight on joint working issues.
- LSB work on NEETs was very successful. However issues are not dropped once targets/aims are achieved. LSB keeps a watch on key issues. For example continuing to look at NEETS figures as there has been a dip in performance, Healthy Cities was a key priority which has now been successfully achieved, and the LSB still receives up-dates.

#### **What are the areas for improvement?**

- LSB does not clearly articulate what the barriers are and how individual organisations on the LSB or the LSB as a whole can address them.
- Papers and reports that come to the LSB should more clearly state why a report is being brought and what outcomes are required. The LSB's debates should be structured around the role of the LSB.
- Increasing use of workshop style meetings (such as the one observed by the Panel on Older People) and improving the approach and outcomes. Making it clear that follow up work will take place as a result of discussions in the workshops.
- LSB includes a wide range of agencies and you don't get the same mix in any other meeting. This can be a strength but also a weakness. As not all agencies will relate to all the objectives and will not have same levels of commitment for those which do not impact on them.
- Successes as a result of LSB work need to be better promoted, for example Healthy Cities status would not have been achieved without the work of the LSB but this was not widely known. Community Voice Funding was obtained because Healthy Cities is a key priority of the LSB.
- Time is a challenge for the LSB – meetings take place bi-monthly and last around 2 hours so it can be difficult to cover everything. However work takes place outside this meeting. There are a number of sub groups, e.g.

The Executive Group, Co-ordinators Group, Engagement Group, Research Group.

- More clarity is needed on the regional working agenda and the role of the LSB within this.
- Communication is an issue of the LSB and more could be done, however there are resources implications associated with this.

**Issues raised by Panel Members:**

- *Is the LSB too much local authority led/Council dominated?*  
The Local Authority chairs the LSB and the vice chair is the 3<sup>rd</sup> sector representative, but this doesn't necessarily have to be the case. It is part of the Local Authority's leadership role to lead the LSB. The direct support for the LSB is provided by the authority and it is the norm around Wales for local authorities to lead and administrate LSBs.

Examples of work undertaken by the LSB which was not led by the authority include the NEETs project which was led by SW Police and Careers West Wales.

- *Why aren't meetings open to the public?*  
Would support the publication of papers and meetings being open to the public.

## ITEM 4

### Report of the Convener

#### Local Service Board Scrutiny Performance Panel

17 November 2014

#### DISCUSSION WITH MEMBERS OF THE LOCAL SERVICE BOARD EXECUTIVE GROUP

<b>Purpose</b>	Discussions are taking place with the members of the LSB's Executive Board in order to help the Panel understand how the LSB works.
<b>Content</b>	Chief Superintendent Phil Davies and Jan Working (ABMU) are attending the meeting.
<b>Panel is being asked to</b>	Discuss the role of partners in the work of the LSB.
<b>Lead Councillor(s)</b>	Councillor Mike Day, Convener of the Local Service Board Scrutiny Performance Panel
<b>Report Author</b>	Rosie Jackson, Scrutiny Officer Tel: 01792 636292 E-mail: <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>

### 1. Background

- 1.1 The LSB Executive Group consists of the key statutory partners of the LSB, including the local authority, the voluntary sector, the health board, the police and the Welsh Government.
- 1.2 So far the Panel has met with Cllr David Phillips (Leader of City & County of Swansea), Carol Green (Director of SCVS) and Joanna Jordan (Welsh Government).
- 1.3 Chief Superintendent Phil Davies (South Wales Police) and Jan Worthing (ABMU Health Board) have been invited to meet with the Panel today to share their views on:
  - The role of partners in delivering priorities
  - What has gone well
  - What the challenges
  - Where can the scrutiny panel add value to the work of the LSB

## **2 Next steps**

- 2.1 The final member of the LSB Executive Group is Cllr Rob Stewart, who is the new Leader of City & County of Swansea and therefore has taken over the role as chair of the LSB. The Panel met with the former chair during the summer but has agreed it now needs to hear from the new chair to establish his views and plans for taking the LSB forward. Cllr Stewart will attend the Panel's next meeting on 26 January.



## ITEM 5

### Report of the Convener

Local Service Board Scrutiny Performance Panel  
17 November 2014

### LOCAL SERVICE BOARD CASE STUDIES WELSH GOVERNMENT RESEARCH

<b>Purpose</b>	To provide the Panel with some good practice examples of work carried out by other Local Service Boards in Wales.
<b>Content</b>	The report contains four case studies from Welsh Government research, which demonstrate good practice in Welsh LSBs.
<b>Panel is being asked to</b>	Consider the case studies as part of their development process.
<b>Lead Councillor(s)</b>	Councillor Mike Day, Convener of the Local Service Board Scrutiny Performance Panel
<b>Report Author</b>	Rosie Jackson, Scrutiny Officer Tel: 01792 636292 E-mail: <a href="mailto:rosie.jackson@swansea.gov.uk">rosie.jackson@swansea.gov.uk</a>

#### 1. Introduction

The Panel has previously discussed the importance of learning from other Local Service Boards in Wales.

As a starting point, this report provides four good practice case studies from Welsh Government research<sup>1</sup>. These case studies look in detail at approaches taken to tackle specific issues and provide in-depth information on why the approaches were effective and what positive impacts were achieved.

The studies include:

- A Holistic Approach to Health and Social Care Services in Carmarthenshire
- How multi-agency, area-based approaches are cutting carbon footprints in Flintshire and Gwynedd
- Transforming Neighbourhoods in Cardiff
- Merthyr Tydfil and Rhondda Cynon Taf Local Service Boards – Domestic Abuse

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<sup>1</sup> Source:

<http://wales.gov.uk/topics/improving-services/local-service-boards/learning-and-sharing/case-studies/?lang=en>



## 2. A Holistic Approach to Health and Social Care Services in Carmarthenshire

### 2.1 Introduction

The Carmarthenshire Local Service Board is working on a range of projects aiming to deliver an improved quality of life to individuals and communities.

The Health and Social Care projects are working to enable local health and social care services to integrate wherever appropriate. Their hope is that they will also be able to pool services and budgets in the future.

### 2.2 The Starting Point

The LSB started with two key priorities – *Health and Social Care* and *Sustainability*. Carmarthenshire Council, Health Board and NHS Trust led the way on signing up to develop more customer-focused health and social care services for Carmarthenshire. This lent credibility to the partnership ethos of the project and encouraged early sign-up from all the local partners.

They started by:

- Looking at what services could usefully be integrated and how the new structures might work;
- Drafting an implementation plan, for the short, medium and long term; and
- Putting together a performance management framework, to clearly monitor and improve performance.

They then brought together professionals already working within the community, with the aim of reducing any duplication in existing systems and processes. It became clear that this would free up additional capacity within the system and encourage better cross-referencing between professionals.

Some examples of Integrated Services in Carmarthenshire:

- The **Generic Health & Social Care Worker** started as a pilot project being to be run in the areas of St Clears/Whitland and Aman Gwendraeth.

The aim of the project is to bring together the skills of the Local Authority Domiciliary Care Worker and the skills of the District Nurse. It was identified that many patients were being visited by both these workers. The project aims to reduce the number of duplicate visits by enabling domiciliary care staff to undertake some basic health tasks. There is no initial cost to this project as it is being piloted by existing staff. The pilot was to test the concept of establishing a Generic Health & Social Care Worker within the workforce and then consider whether or not it would be appropriate to roll this out across services.

- **Community Resource Teams** are currently being developed through the Chronic Conditions Management Demonstrator project which reports in the LSB through the Health, Social Care and Well Being (HSCWB) Partnership. This project has re-

designed the way that community health and social care services are delivered in Carmarthenshire, to make the services more streamlined, co-ordinated and accessible.

Community Resource Teams include, for example, District Nurses, Social Workers, Occupational Therapists and Physiotherapists, working together to address an individual's needs. The ultimate aim is to enable individuals to sustain their health and well-being for as long as possible in the community.

- **Convalescence Beds**

The Partnership made a successful bid to the WAG Invest to Save Fund, for twenty convalescence beds in two residential homes. This project helps to support those patients who are medically fit for discharge from hospital but need some time and support to convalesce before returning to their own homes.

- **Chronic Conditions Management Demonstrator**

This project is currently being undertaken in Carmarthenshire along with two other demonstrator sites across Wales. It is another example of the 'citizen-centred' approach, and involves re-designing services to suit individuals' needs. The aim is to use the existing workforce more flexibly and efficiently and also to help service users with chronic conditions to self-manage where appropriate. The demonstrator has been central to the development of the Community Resource Teams within the county as well as strengthening links with the preventative elements of community services.

### **2.3 The Projects in Practice**

The LSB has taken a disciplined project-management approach to the project, including regular reporting against objectives. The Board receives regular updates from each of the partners. These provide an opportunity to identify any barriers to progress. The issues raised are then either resolved through the LSB members taking them back to their organisations, or through the Welsh Assembly representative on the board taking it back to WAG if the issue is on a national level.

There are currently no pooled budgets in place. However, work is progressing on developing a Section 33 Agreement. Through *Making the Connections* funding, the partnership has engaged with Robin Lorimer, an expert on developing Section 33 agreements. Once the agreement is in place, services will be developed through three different approaches:

- lead commissioning, with one partner hosting an appointment and other partners contributing;
- pooled budgets or funds; and
- integrated provision.

### **2.4 Winning Hearts and Minds**

Partnership working can only be successful if both strategic partners and workers on the ground believe that it can work and are willing to commit to the partnership approach.

A key issue among local partners in Carmarthenshire was that the council and the Health Board had historically experienced difficulties in working together. The naming of Health and Social Care as a priority for the LSB was seen as an opportunity to build a more effective local partnership. The Health & Social Care Partnership Officer acted as the project manager on behalf of all partners to ensure that the objectives were achieved. This gave credibility to the partnership approach and ensured early sign up from all partners.

When projects were in development, staff workshops were held with all staff groups within community health and social care services. Staff were generally very positive about the proposed approaches and the development opportunities which would result from them. They also offered some practical suggestions which were taken forward during implementation and testing.

The LSB has set up a Communications Group, with all the Communications/Press Officers from the LSB partners. This group works to ensure that the work and ethos of the board is publicised. They report any developments and successes to staff in partner organisations, taking advantage of any opportunity to improve the credibility of the partnership. An online video portal is used to show clips of high interest messages and DVDs. The Communications Group is also leading on re-designing and developing the LSB website in order to make it as interactive and informative as possible for all interested staff groups as well as the general public.

## **2.5 Benefits**

The LSB has been pleased to report evidence of efficiency savings already. The number of residential care placements has reduced significantly, meaning that more people are able to remain in their own homes. The partnership arrangements appear to be working well, with no disputed cases for continuing health care arising between organisations since a multi-agency panel was established.

Benefits that the LSB have experienced also include an improved understanding of health and social care issues among all LSB partners. It has helped local partners to understand that they all have a responsibility to the wellbeing agenda, rather than just Health and Social Care Services.

## **2.6 Recognition**

Carmarthenshire CC's LSB was awarded Finalist for Excellence Wales Status 2010 for pioneering an holistic approach which seeks to ensure that the collective efforts of the all partners are focussed on breaking down organisational barriers and delivering more efficient and citizen focused services. In addition the LSB are working at tackling the underlying causes of ill-health, such as housing, access to jobs and training, exercise and working with a range of communities to develop a greater understanding of what constitutes a healthy lifestyle.

Note: Excellence Wales is the good practice recognition scheme for the Welsh local authorities and the wider local government family. For further details of the scheme and good practice see [www.wlga.gov.uk/excellence](http://www.wlga.gov.uk/excellence).

Cllr. Meryl Gravell, the chair of the LSB said: 'the impact that a positive attitude can have on the progress of an LSB should not be under-estimated. The can-do attitude of our Welsh Assembly Government representative, Ann Lloyd, made a huge difference in enabling us to overcome bureaucracy at a national level. On a local partnership level too, we have seen the engagement of GPs making a big difference since they have become convinced of the wide ranging benefits of partnership working. Trust has also been vital, with partners unafraid to share lessons learned on an informal as well as formal basis. As a result of our success, we are now consolidating our partnership approach by moving away from each partner developing their own plans to creating one 'Integrated Community Plan' for Carmarthenshire.'



### **3. How multi-agency, area-based approaches are cutting carbon footprints in Flintshire and Gwynedd**

#### **3.1 Introduction**

Gwynedd and Flintshire Local Service Boards have both experienced success in their energy saving projects.

Gwynedd's aim is for a reduction in carbon emissions arising from energy use in non-domestic buildings - of 15% by the end of 2012 and an aspirational target of 60% by 2020. Flintshire's approach is slightly different to Gwynedd's – a 'menu' of actions, rather than targets. They aim to reduce carbon use by 3% year on year.

#### **3.2 Gwynedd's approach**

The project aims for a measurable reduction in CO<sub>2</sub> emissions from energy use, by:

- Reducing the energy used in non-domestic buildings;
- Looking for opportunities to use energy from renewable sources;
- Working together to share lessons and specialist advice among the partner organisations;
- Working in partnership to raise awareness among other organisations, communities and businesses in the counties;
- Ensuring that any steps needed to achieve the aims are given a high priority within partner organisations; and
- Leading by example by becoming a model of sustainable development.

#### **3.4 The drivers**

The Carbon Footprint Reduction Project was inspired by the *Gwynedd Tomorrow* Scenario Planning Project. *Gwynedd Tomorrow* helped to develop a vision for the future of Gwynedd up until 2021.

Gwynedd Tomorrow had the following objectives:

- a) Identifying the forces of change that are likely to affect the future development and wellbeing of the County;
- b) Developing a long term vision to improve the quality of life for residents in Gwynedd over the next 15-20 years;
- c) Developing a suite of strategic priorities to realise the project vision.

Partners wanted to move away from responding to short term demands which might generate "quick wins" but did not encourage stakeholders to plan and invest for longer term benefit. They wanted to work pro-actively together over a number of years for the benefit of residents

This involved workshops where all the main partners were invited to consider possible future scenarios. They pictured two versions of the future – the version that was most likely to happen if nothing changed, and the version that they would prefer to happen. They then worked out what interventions would need to be in place in order for the likely future to become more like the preferred future.

Their vision became:

“By 2021, our vision is that Gwynedd will have embraced the challenges and opportunities of a changing world to become a more vibrant, prosperous, open and cohesive community that values and promotes its unique cultural and natural assets and makes a positive contribution to a more sustainable world.”

They came up with 7 key intervention areas:

1. Demographic change
2. Housing
3. Economy and Skills
4. Environmental Assets
5. Innovative Public Services
6. Climate Change; and
7. Society, Language and Culture

They took this further and decided to concentrate on the toughest issues – the ones that would need to be resolved at the highest level within public services in Gwynedd. They therefore chose ‘Reduction of Gwynedd’s carbon footprint’, among others, as a priority.

### **3.4 How the LSB priority became a shared priority**

The Scenario Planning helped greatly with the challenge of encouraging all partnership organisations to take on the priority as their own and cascade this message to all staff within their organisations.

Using an external facilitator helped the Partnership to unearth and confront sensitive issues. The process was thorough, allowing Partnership members sufficient time to get to know and understand each others’ perspectives. Active participation in the decision process generated clear momentum for change and facilitated valuable conversations both among stakeholders and between stakeholders and citizens.

### **3.5 Drawing on expert advice and support**

The LSB decided on four strands to the broader project looking at Energy, Waste, Transport and Procurement. However, the Project took independent advice, becoming the first LSB in Wales to work in formal collaboration with the Carbon Trust. The focus of the project was informed by the Carbon Trust who identified that energy had by far the biggest carbon footprint and advised the LSB to concentrate initially on improving the carbon footprint of public sector buildings, in order to be in a stronger position to influence the community in the future.

### **3.6 The Project In practice**

A year into its work, the carbon reduction project is already showing results.

There has been a reduction of 4.2% in carbon use up to the end of April 2010, despite the action plans only having been in place for a year.

### **3.7 A ‘step change’ in the approach to energy management**

The LSB had already achieved a commitment to behaviour change among its partner organisations. However, it was clear that in order to achieve the aspirational 2020 target of a 60% reduction in carbon use, more fundamental changes would be necessary.

Research showed that only new, alternative approaches to the provision of heat would enable the reduction in carbon consumption that the 2020 target requires. This kind of approach would require the co-operation of a large number of stakeholders, which is often a fundamental barrier to progress, but the project is working to overcome this barrier.

With the vast majority of public buildings in Gwynedd being located in Bangor, it made sense for the project to work in co-operation with the Sustainable Energy Strategy for Bangor, which was developed by the Carbon Trust and the Welsh Assembly Government. Establishing a strategy would bring benefits to the organisations with buildings in the area, in that it would make a substantial contribution to reducing energy consumption and carbon emissions.

### **3.8 The people who drive the project forward**

**High Level Leadership** – The project is led by a Corporate Director from Gwynedd Council on behalf of the LSB. He is responsible for driving the project within all the organisations and ensuring commitment at the highest level and at operational level. The Director is supported by a Project Manager who is based within the Project Managers Pool in Gwynedd Council.

**Sharing experiences** – All the partners share their experiences and get an opportunity to learn from what other partners are doing. Some organisations have benefited from assistance and support from external bodies such as the Carbon Trust and the Energy Savings Trust and have shared information and experiences with others.

**Sharing resources** – The project has enabled organisations to support each other by jointly financing and sharing resources. An example is the Bangor Energy Strategy where a number of organisations have already been responsible for the joint financing of the feasibility study. There are also plans over the next few months to co-operate on an awareness raising campaign which will be jointly funded and will draw on the expertise which exists within the organisations.

### **3.9 The future**

The LSB is planning to engage more widely with stakeholders, to share lessons learnt and encourage them to continue to move the agenda forward. This will help the LSB in its intention to seek opportunities to extend the project to the community sector - to lead by example and become a pattern of sustainable development.

Dyfed Edwards, Chair of Gwynedd LSB said: “As local service partners, we now need to get more radical. My vision is that one day, the signs on public buildings will simply say “Gwynedd”. We need to work far more closely together and services should be developed from the perspective of the citizen rather than the provider. The current financial climate provides an opportunity to stand back and look at the picture as a whole. This project is a good building block in this new approach but it is only the start if we want to make a real difference.”

### **3.10 Flintshire**

Flintshire Local Service Board has also developed a Community Strategy that is seen as a strategic long term (2009 – 2019) vision for the county. The Community Strategy sets the strategic direction for Flintshire and provides the central vision for partnership working to aspire to.

The Local Service Board has developed five terms of reference:

- Effective and trusting partnership between a set of leaders.
- Discharging the responsibilities of the LSB – this includes producing a meaningful and fit for purpose Community Strategy.
- Consistent and effective governance and performance of strategic services, e.g. Community Safety Partnership, Health, Social Care and Well Being Partnership, Children and young People’s Partnership and Regeneration Partnership.

- Identifying common issues as public bodies/employers.
- Promoting collaboration in the design and provision of local public services to make best use of local partners' resources, such as people, money, assets and technology.

In 2009 the LSB agreed a project to tackle climate change and carbon reduction within Flintshire as part of its commitment to achieving the vision as outlined in the Community Strategy. Partners signed a pledge committing to the following aims and objectives:

- Reduce emissions under our direct control by at least 80% by 2050 in line with the UK Climate Change Act 2008 and by at least 3% year on year from 2011 as a minimum target.
- Identify key risks and take steps to adapt to the known effects of climate change, where possible utilising the findings of the Changing Climate Changing Places project.
- Support and work with other members of the Local Service Board in order to achieve county-wide emissions reduction.
- Realise the benefit of cross partnership working on CO2 reductions and climate change adaptation.
- Work in partnership to develop and implement a Climate Change action plan to achieve the above mentioned targets.
- Monitor our progress against actions needed and publish the results.

Flintshire's aim is to reduce carbon use by 3% year on year. They put together an 'action menu' under the following headings:

- Adaptation
- Assets and Buildings
- Housing
- Education and awareness raising
- Energy
- Environmental Management
- Facilities Management
- Land Use and Planning
- Procurement
- Regeneration
- Regulation
- Sustainable Construction
- Transport
- Waste

### **3.11 The Support Team**

A Support Team was set up to act as a clearing house for the LSB and assist in 'clearing the fog' within the overall system, i.e. to:

- Filter relevant issues to support the LSB so that they can focus their time on areas where they can have the greatest impact and develop a clear overview of the strategy system and help to make sure that its fit for purpose;
- Identify and assess citizen / community focussed issues and channel them into the LSB when appropriate;



- Build upon and consolidate existing intelligence and knowledge management functions including policy developments and their implications for well-being both within and across partnership themes and ‘pick-up’ on emerging issues.

A key focus of the LSB has been improving the governance frameworks of the Strategic Partnerships and related sub-groups to ensure that the partnerships continue to achieve best value and maximum results. An annual self assessment exercise has been established and partnerships undertake the risk assessment and score card exercises to establish how they are performing in relation to their targets and objectives. The partnerships feel able to be honest and frank during the process and this has been incredibly useful. If partnerships do find that there are issues then these are then reported to the LSB to be resolved. The development of this common framework has provided added accountability and reassurance that partnerships are in best shape to deliver. By having a firm foundation in the partnerships, projects like the Carbon Reduction and Adaptation Project have been able to flourish.

A working group has been developed to provide the support needed to take the carbon reduction and adaptation project forward and this consists of the operational representatives from across partner organisations.

The LSB has made clear that tackling climate change and reducing carbon emissions is of critical importance to the long term functioning of services and so has made clear that it will not be risk averse in tackling these issues.

In Flintshire, a ‘virtual’ LSB Support Team has been established, including representatives of Children and Young People (CYP), Community Safety, Health, Social Care and Well Being (HSCWB), Regeneration, Community Cohesion, Communities First, Planning Policy, Housing Strategy and Local Government Partnership.

The Team supports the LSB in undertaking its role by filtering and clarifying relevant issues to support the LSB and help to make sure that its strategies are fit for purpose. They also identify and communicate citizen / community focussed issues as and when appropriate and pick-up on any emerging issues for policy development. This way of working enables a shared understanding of key issues and reduces duplication.

The LSB have provided a mandate that is supported by the ‘source’ partnerships (and their associated partners) to enable the LSB Support Team to undertake its role. In doing so, the LSB Partners and Strategic Partnership Chairs have ‘signed-up’ to support the development of the County Vision Work Plan and associated work streams.

### **3.12 Drawing on Expert Advice and Support**

Gwynedd and Flintshire LSBs are both working with the Carbon Trust. Flintshire is also working with the Energy Saving Trust. The Trust is supporting the LSB to develop links between partners’ asset strategies to enable greater reductions in carbon emissions.

### **3.13 Spreading the partnership ethos**

Flintshire LSB has found a genuine value in having an environment where partners are willing to share information about their mistakes as well as their successes. They have been keen to spread the word on how adopting a true partnership ethos among local leaders can really work.

The LSB has raised awareness of the project, its issues and opportunities by presenting to and networking with local stakeholders, including business and voluntary organisations

(e.g. during events such as Flintshire Business week and Flintshire Voluntary Sector Forum). They also challenged the organisations to consider how they could participate in driving change themselves. This engagement has resulted in the uptake of carbon reduction and sustainability as issues in strategic planning.

The LSB has worked in partnership with the Local Voluntary Council and North Wales Energy Advice Centre to direct community centres to available resources and funds and raise awareness for energy efficiency and renewable technologies in our communities. This work now forms an evidence source that representatives of community centres can use in their bids for funding and in the planning of their centre's usage.

The LSB has found it very useful to invite all partners to champion something that has worked for them, e.g. the police had been working on improving their fleet, so they were able to share information and provide leadership messages about how changes to transport can reduce emissions. The LSB has also encouraged working across borders since partner organisations such as the Police and Health Service operate on a regional basis.

Flintshire County Council have been working on an adaptation project (Changing Climate Changing Places) that develops a local climate impact profile – a catalogue of the effects of climate change over a period of time (2003 - 2008 for Flintshire). Workshops have been held at which partners have used the experiences of Flintshire County Council to begin to discover the risks to which their organisations are exposed. By exposing the risks preventative plans can be put in place and costs managed.

The Adaptation and Carbon Reduction work provides crucial information at a never more important time. The focus on efficiency and sustainability is the core ethos of both projects.

### **3.14 Sharing Information**

An Information Sharing process is being developed by the LSB. This will help ensure that communities and individuals receive the right kind of information or support when they need it.

### **3.15 Spreading the Word**

The LSB is looking at a variety of funding options that will enable it to lead by example and achieve the 3% reduction in carbon emissions year on year. The LSB is also developing a number of approaches for encouraging energy reduction throughout workplaces whether this be through information sharing, staff awareness raising, or by encouraging partners to support others in areas where they have experience and reputations for success. The LSB is also developing a climate change adaptation project that pushes partners to consider the physical risks that climate change presents to their services. Together with the intelligence generated through the action menu approach services will continue to be more robust and sustainable.

There has been a step change in every organisation in Flintshire, not just those financed by Flintshire Council.

## 4. Transforming Neighbourhoods in Cardiff



Llywodraeth Cynulliad Cymru  
Welsh Assembly Government

### 4.1 Introduction

There has been a notable reduction in crime and anti-social behaviour since Cardiff LSB introduced the 'Transforming Neighbourhoods' model – including 5,192 fewer victims of crime over the 12 months to June 2010, a decrease of 12.5 per cent.

Transforming Neighbourhoods is a model designed to put citizens at the centre of public services, deliver better value for money and public sector efficiencies, and to deal with issues ranging from dog fouling to the threat of violent extremism posed by international terrorism. The partnership was recently awarded the prestigious 2010 Tilley Award for 'Embedding Partnership Problem-Solving' and with a growing profile, the project is now the subject of frequent fact-finding visits by Welsh and UK Government officials and Ministers keen to learn the secret of their success.

### 4.2 Transforming Neighbourhoods – the drivers

The Transforming Neighbourhoods model was developed in 2007 in response to a number of local and national drivers, including:

- A Government requirement for all police forces to implement 'neighbourhood policing', establish neighbourhood-based policing teams and improve community engagement through public meetings;
- Cardiff's participation in the Government's 101 Single-Non-Emergency-Number pilot scheme to establish a national non urgent three-digit call number as an alternative to 999;
- The establishment of a city-wide intelligence-led daily tasking process for the police, linked to neighbourhood policing;
- The Welsh Assembly Government's response to the 'Making The Connections' review of public services in Wales, which called for more citizen focused and joined up public service delivery and providing better value for tax-payers' money.

A challenge was needed to move away from the traditional ethos of approaching problems from the perspective of what the LSB was, or more often what it was not, able to do.

The board decided to take a conscious effort to look at issues from the point of view of the citizen and work backwards.

### 4.3 Developing the project

Developing the Transforming Neighbourhoods model involved a review of 35 English 'neighbourhood management' pathfinders and face-to-face discussions with several English pathfinder programme leads (There were no Welsh models at the time).

Although many of the English pathfinders still remain active, the majority are now focusing only on priority neighbourhoods. The LSB team agreed that the Cardiff model would need to have the full engagement of all partners in order to develop long-term solutions, and to be city-wide rather than focused only on high priority wards, although resources and efforts should be targeted to areas with evidenced needs rather than evenly distributed.

A mapping exercise revealed that each partner divided Cardiff in entirely different ways and had radically different concepts of what could be defined as a 'neighbourhood'. Furthermore it was apparent that establishing the required neighbourhood management teams via organisational restructures would be politically sensitive and take decades to achieve.

The further challenge was to create enough teams to ensure they were close enough to ground level to be effective, but not so many that they could not be covered by senior managers. It was finally agreed by all partners to base the Cardiff pilot model on the existing South Wales Police 'neighbourhoods' – with the city's 29 electoral divisions, grouped into six neighbourhood areas.

The breakthrough in establishing the model was securing cross-partnership agreement that each of the six teams would be 'virtual' – therefore not requiring organisational restructures to achieve.

The set of common objectives for the project was:

- to understand neighbourhoods;
- develop partnership working;
- improve service delivery;
- communicate improvements and changes; and
- promote community cohesion and community engagement.

The six virtual teams had three elements, starting with the existing neighbourhood police team at level one, with fire station commanders, local schools, health clinics and doctors' surgeries, registered social landlords, community development teams, charities and other voluntary or community groups at the second level. The third level involved senior council managers who lead the multi-agency teams, taking corporate responsibility on behalf of Cardiff Council, in addition to their 'day job' role as a service manager.

This 'virtual team' ethic enables strategic partners without locality-focused managers to work together and also makes the model easily transferable to other areas, irrespective of their public service structures or geographies.

#### **4.4 Sharing resources & Measuring Success**

One of the key success mechanisms of neighbourhood management has been the development of multi-agency tasking. This has meant that existing daily and fortnightly police tasking meetings, which involved the council's community safety services, are now enhanced by a monthly Transforming Neighbourhoods Tasking (TNT) meeting. This high level tasking group involves council chief officers, strategic managers from the police, fire and health services and the six neighbourhood management team chairs. Its aim is to provide strategic support for the neighbourhood management teams and is responsible for strategically coordinating activities and allocating resources, assessing and supporting bids for resources by neighbourhood management teams and Safer Capital partnership task groups.

The tasking approach adopted by the project has also enabled organisations to support each other by jointly financing and sharing resources – including the development of a pooled budget. The council, police and other community safety partners created a neighbourhood management budget of around £400,000 per annum to use as pump-

priming money, enabling the six teams to achieve quick wins by tackling urgent issues, thereby increasing both public and partner confidence in the model to deliver tangible results. Each team has a directly controlled budget of £10,000 each and all teams can access the remainder of the £400,000 by submitting business cases to TNT and these are determined according to evidence and priority. However, there are still issues to be resolved around aligning budgets – this is particularly problematic to partners who cover more than one local authority area.

The LSB has now adopted the use of the Results Based Accountability (RBA) methodology. The use of RBA and agreement of 7 shared outcomes by all city partners has led to the development of an Integrated Partnership Strategy which brings together the Community Strategy, Children & Young People's Plan; Health, Social Care & Wellbeing Strategy and the Community Safety Strategic Assessment into one plan. The new Strategy has been informed by a single needs assessment for the city and which is drilling down into neighbourhoods and electoral districts to identify the hotspots of need. By using RBA and a focus on outcomes it has enabled the LSB to design a new partnership model which uses the neighbourhood management teams as a delivery mechanism for the strategic policy agenda. This is particularly important in this current economic climate as it the evidence based approach will allow greater targeting and prioritisation of reduced resources in the areas which need them most.

#### **4.5 Sharing experiences**

Cardiff LSB takes part in best practice visits, linking with other LSBs in Wales to share learning and experiences. Both Bridgend and Neath Port Talbot LSBs have now adopted the Transforming Neighbourhoods model with support from the Cardiff programme team and are adapting it to suit their own needs, and the Vale of Glamorgan and Powys LSBs are actively considering the adoption of its key elements. The model was also recently promoted at the SOLACE UK conference in Cardiff with English local authority chief executives participating in a Transforming Neighbourhoods study tour. These networks have proved vital, both in shaping the agenda in Cardiff and also by providing opportunities to trial approaches that have never been used before. The Transforming Neighbourhoods project itself was informed by others in the UK and refined to suit a Cardiff approach.

The LSB has also taken part in extensive Development Sessions which have been invaluable in opening up conversations and encouraging debate between members. Contact networks are now in place which enables easier communications between relevant partners or organisations, and awareness levels have vastly improved. They have found that similar causes of intractable issues are being found across Wales and the UK. They suggest that sophisticated intelligence sharing and analysis could resolve many of these problems.

The Chair of the Cardiff LSB, Andy Marles, said that “Decades of institutional baggage and different organisational cultures have been significant contributors to intractable problems, and a new approach to solving them was needed. Previously, excellent relationships had existed between partners in pockets or between individuals in Cardiff. The set up of the LSB allowed further understanding to be developed on gaps that existed. An advantage to the way that LSBs were set up was that they were not constrained by a new statutory duty. This has left more freedom to bring in new ideas of how to cater to the needs of citizens and communities more effectively.”



## 5. Merthyr Tydfil and Rhondda Cynon Taf Local Service Boards

### 5.1 Introduction

The 'Kafka'<sup>2</sup> approach has made a significant difference in delivering more effective multi-agency responses to domestic abuse victims in Rhondda Cynon Taf and Merthyr.

A joint Kafka programme<sup>3</sup> with Rhondda Cynon Taf and Merthyr Local Service Boards and Community Safety Partnerships was launched on the 29<sup>th</sup> January 2010. The programme aims to ensure that services put the citizen first and as a result, better meet the needs of victims, their families and the perpetrators of domestic abuse.

The key objectives are to:

- Provide a better, more coordinated response to victims and perpetrators of domestic abuse;
- Operate one referral and assessment process for all the agencies through a shared resource;
- Identify the gaps in service provision and unmet need and develop the appropriate services to meet those needs;
- Maximise the available resources to best effect through economies of scale;
- Raise the public awareness of the multi-agency services available and how they can access them;
- Raise awareness among key public sector staff of the signs of domestic abuse and how they can provide advice and access domestic abuse services;

The LSBs are working in partnership with the Kafka Brigade, to apply their innovative citizen focused approach. The Kafka method is used to help citizens and public servants to clear a path through existing rules and procedures. This approach enables quick diagnosis and remedy of the key problems standing in the way of high quality service delivery. The method puts the service provider in the shoes of the people they serve and actively challenges them to solve the problems that they are experiencing.

### 5.2 The starting point

Rhondda Cynon Taf LSB was first to adopt the approach in Wales. In the winter of 2008, they invited the Kafka Brigade to work with them to support exploration of the problem of domestic abuse in the borough. In order to define the characteristics and gravity of the problem, local data was analysed to identify the 'typical' victim of domestic abuse in Rhondda Cynon Taf. The Pontypridd Safety Unit provided information from a sample of over 5,000 incidents and 3,000 victims. The analysis identified that statistically, victims in Rhondda Cynon Taf are female, white, aged 20 – 30 and are mothers of one or two children. Incidents are likely to be alcohol related, between intimate partners, within the victim's home, and when the victim is pregnant or children are present.

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<sup>2</sup> The 'Kafka Brigade' is an independent, non-profit action research team whose approach aims to reduce red tape for citizens and businesses.

<sup>3</sup> The project involves three key strands: a domestic abuse victims project, a domestic abuse perpetrators project and a substance misuse project.

### **5.3 The Project in Practice**

Rhondda Cynon Taf LSB held their first Collective Performance Review (CPR) in early 2009. The review brought together the Assembly Minister, the Local Service Board, Chief Officers within the Council and Senior Managers across a wide range of agencies, to meet a 'typical' domestic abuse victim, known to the project as 'Emma'. Statistically, Emma represented approximately 2,000 victims of domestic abuse in Rhondda Cynon Taf. Emma and the practitioners who worked with her on the ground kindly agreed to share their experiences, to help improve services for others – on the basis that if the issues facing Emma could be addressed then it was likely that issues facing many women in Rhondda Cynon Taf would also be addressed.

Irwin Turbitt, a facilitator from the Kafka Brigade, led the CPR, which involved asking Emma questions about her experiences and challenging senior representatives of all the key agencies in the LSB to address the issues that emerged. The senior representatives were then invited to respond, beginning with the words 'I will do...' They were not allowed to nominate others for any actions that they would not contribute to themselves. Generating commitment and buy-in among senior staff enabled the creation of an action plan with ownership at the highest levels. This multi-agency plan, based on promises and commitments made at the CPR, was the Domestic Abuse Action Plan for RCT.

The changes achieved as a direct result of the action plan in less than a year, have energised and inspired everyone involved. Most noteworthy has been the realisation that there has been very limited additional cost needed to implement the improvements.

The Community Safety Partnership has ownership of the Domestic Abuse Service Improvement Plan and is accountable to the LSB for ensuring that the priorities for change are delivered and that the LSB is routinely informed of any barriers arising, which need to be tackled at Executive level.

Merthyr LSB then joined with RCT to adopt the Kafka approach to tackling domestic abuse in their unitary authority. The approach is now run jointly between RCT, Merthyr and the Community Safety Partnerships. The first CPR in Merthyr was held on the 23<sup>rd</sup> June 2010.

### **5.4 Results and Evidence**

Real differences are already being seen in Council support services, health and criminal justice services. The project has become self sustaining - the actions from the project are now the action plan for the Community Safety Partnership in relation to Domestic Abuse and progress is monitored by several groups up to LSB level.

Some examples of real-life changes include:

- *Issue*

When Emma needed to be re-housed, she was told that she would not be allowed to live in the same area as her abuser due to concerns about her safety. This would have caused even more disruption to the lives of her children who would have been forced to change school and move away from local friends and family members who provided support.

- *Response*

This rule has now changed and there is a Housing Management document has been drafted which will ensure that there will now be equity of provision in response to the needs of victims of domestic abuse.

- *Issue*

Emma received threatening letters from her abuser from prison.

- *Response*

A process has now been developed between the courts and prisons so that necessary information accompanies the prisoner, therefore they will be aware of a domestic abuse case and any letters addressed to the victim will be intercepted.

- *Issue*

Emma had disclosed the abuse to health professionals on several occasions but had not been referred to any services beyond the health service.

- *Response*

A&E staff are implementing an All Wales domestic abuse pathway, which includes risk assessment and referral pathways. Training sessions are also being held with GPs, midwives and health visitors to raise awareness of the signs of domestic abuse and explain how to refer victims to the services available to them.

## **5.5 Recognition**

Rhondda Cynon Taf CBC LSB was awarded Excellence Wales Status 2010, for achieving significant progress in applying the innovative Kafka methodology in tackling domestic abuse. Of particular note is that the Kafka Brigade principles, which focused on the citizen experience, has acted as a catalyst for action and leading to an accelerated pace of change has delivered improvements in the partners delivery of services.

Note: Excellence Wales is the good practice recognition scheme for the Welsh local authorities and the wider local government family. For further details of the scheme and good practice see [www.wlga.gov.uk/excellence](http://www.wlga.gov.uk/excellence)