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Gwasanaeth Democratiaeth  
Democracy Service  
Swyddfa'r Cyngor  
CAERNARFON  
Gwynedd  
LL55 1SH

Cyfarfod / Meeting

**PWYLLGOR CRAFFU CORFFORAETHOL  
CORPORATE SCRUTINY COMMITTEE**

Dyddiad ac Amser / Date and Time

**10.30AM, DYDD IAU, 11 MEDI, 2014  
10.30AM, THURSDAY, 11 SEPTEMBER, 2014**

Lleoliad / Location

**SIAMBR HYWEL DDA,  
SWYDDFA'R CYNGOR / COUNCIL OFFICES,  
STRYD Y JÊL / SHIREHALL STREET,  
CAERNARFON**

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*(DOSBARTHWYD / DISTRIBUTED 4/09/14)*

# **PWYLLGOR CRAFFU CORFFORAETHOL CORPORATE SCRUTINY COMMITTEE**

## **AELODAETH/MEMBERSHIP (18)**

### **Plaid Cymru (9)**

Y Cynghorwyr / Councillors

Elwyn Edwards

Aled Evans

Selwyn Griffiths

Sian Gwenllian

Dyfrig Jones

Dafydd Meurig

Michael Sol Owen

Mair Rowlands

Gethin Glyn Williams

### **Annibynnol / Independent (4)**

Y Cynghorwyr / Councillors

Lesley Day

Trevor Edwards

Eryl Jones-Williams

Eirwyn Williams

### **Llais Gwynedd (3)**

Y Cynghorwyr / Councillors

Gweno Glyn

Simon Glyn

Jason Humphreys

### **Llafur / Labour (1)**

Y Cynghorydd / Councillor

Gwynfor Edwards

### **Rhyddfrydwyr Democrataidd / Liberal Democrats (1)**

Y Cynghorydd / Councillor

June Marshall

### **Aelodau Ex-officio / Ex-officio Members**

Cadeirydd ac Is-Gadeirydd y Cyngor / Chairman and Vice-Chairman of the Council

### **Aelodau eraill a wahoddir / Other invited members**

Y Cynghorydd / Councillor Peredur Jenkins – eitemau / items 5 a / and 6

## **AGENDA**

### **1. APOLOGIES**

To receive any apologies for absence.

### **2. DECLARATION OF PERSONAL INTEREST**

To receive any declaration of personal interest.

### **3. URGENT BUSINESS**

To note any items that are a matter of urgency in the view of the Chairman for consideration.

### **4. MINUTES**

The Chairman shall propose that the minutes of the last meeting of this committee held on 5 June, 2014 be signed as a true record (copy attached).

*Please note that the times noted below are estimates only*

### **5. GWYNEDD AMDANI**

**Cabinet Member – Councillor Peredur Jenkins**

To consider the report of the Cabinet Member Resources (attached).

10.40am – 11.25am

### **6. SYSTEMS THINKING**

**Cabinet Member – Councillor Peredur Jenkins**

To consider the report of the Cabinet Member Resources (attached).

11.25am – 12.10pm

### **7. GWYNEDD AND YNYS MÔN LOCAL SERVICES BOARD TRANSFORMATION JOURNEY**

**Cabinet Member – Councillor Dyfed Edwards**

To consider the report of the Council Leader (attached).

12.10pm – 12.40pm

**8. LOCAL DEVELOPMENT PLAN SCRUTINY INVESTIGATION -  
COLLABORATION**

To submit a brief for the investigation (attached).

12.40pm – 12.55pm

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## **CORPORATE SCRUTINY COMMITTEE, 05.06.14**

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**Present:** Councillor Dyfrig Jones (Chairman).  
Councillor Jason Humphreys (Vice-chairman).

**Councillors:-** Aled Evans, Selwyn Griffiths, Siân Gwenllian, Charles W.Jones, Eryl Jones-Williams, Dafydd Meurig, Michael Sol Owen, Mair Rowlands and Eirwyn Williams.

**Officers present:** Sian Griffiths (Change Support Manager), Debbie Anne Williams Jones (Members' Manager – Democratic Service), Gareth James (Members' Manager – Support and Scrutiny), Ann Roberts (Assistant Performance Improvement Officer) and Eirian Roberts (Members' Support and Scrutiny Officer).

**Apologies:** Councillors Lesley Day, Elwyn Edwards, Trevor Edwards, Simon Glyn and June Marshall.

### **1. ELECTION OF CHAIRMAN**

**RESOLVED to elect Councillor Dyfrig Jones as Chairman of this committee for 2014/15.**

### **2. ELECTION OF VICE-CHAIRMAN**

**RESOLVED to elect Councillor Jason Humphreys as Vice-chairman of this committee for 2014/15.**

### **3. DECLARATION OF PERSONAL INTEREST**

No declarations of personal interest were received from any members present.

### **4. MINUTES**

The Chairman signed the minutes of the previous meeting of this committee held on 27 March 2014 as a true record.

### **5. RURAL AGENDA SCRUTINY INVESTIGATION**

**Cabinet Member: Councillor Dyfed Edwards**

The Members' Manager – Support and Scrutiny confirmed that the Leader accepted the recommendations of the investigation and that he would take action on them through a panel and submit a progress report to the committee within six to nine months.

**RESOLVED to ask the Leader to report back in six months' time.**

### **6. SUSTAINABLE PROCUREMENT SCRUTINY INVESTIGATION**

**Cabinet Member: Councillor John Wynn Jones**

The Members' Manager – Support and Scrutiny confirmed that the Cabinet Member for the Economy accepted the recommendations of the investigation and that he would submit a progress report to the committee within six to nine months.

**RESOLVED to ask the Cabinet Member for the Economy to report back in six months' time.**

The meeting commenced at 10.00am and concluded at 10.05am.

<b>Committee</b>	<b>Corporate Scrutiny Committee</b>
<b>Date</b>	<b>11 September 2014</b>
<b>Item</b>	<b><i>Gwynedd Amdani</i></b>
<b>Author</b>	<b>Peredur Jenkins, Cabinet Member for Resources</b>
<b>Main matters that need to be addressed by Members</b>	<b>The aim of this scrutiny item is to receive an update on the Council's plans to lead on an arrangement to procure cheaper energy for the county's communities, and/or to facilitate and promote the Cyd Cymru scheme and its associated benefits to the residents of the county.</b>

## **1.0 Context**

The Collective Energy Buying Scheme (which is discussed under the title '*Gwynedd Amdani*' by the Corporate Scrutiny Committee) is part of the Our Council project which is part of the *Ffordd Gwynedd* – Demand Management programme. The *Ffordd Gwynedd* – Demand Management Programme is addressed in the Strategic Plan in priority 4, the field of Culture and Business Arrangements of the Council.

The aim of Our Council is to take advantage of the Council's size in the interest of the people of Gwynedd and improve the Council's image among Gwynedd citizens. The project considers a long list of ideas and develops any ideas that meet the requirements of the project's criteria matrix.

Collective Energy Buying is one of the schemes within the Our Council Project.

## **2.0 Collective Energy Buying Scheme**

In accordance with the "Our Council" procedure and following consideration of an outline business case which discussed ideas on how to promote changing energy suppliers / collective energy buying, a project group came together in January 2014 to discuss and plan the promotion of the Cyd Cymru scheme – a collective energy buying scheme throughout Wales led by Cardiff City Council and Glamorgan County Council which is operated by the *Energy Saving Trust*.

The project group included the Cabinet Member for Resources and a number of Council officers. Following a discussion, it was decided to obtain more information from Cyd Cymru on the first stage of the scheme to ensure that this was a suitable scheme to refer Gwynedd residents towards it. It proved difficult to obtain information from the campaign – what was received was unsatisfactory and it took some time to reach us.

The following were noted:

- Concern that data was not available on the amount of savings for every household and how many had registered.
- Concern that 5,000 (the number who took part in the first round across Wales) seemed to be a small number in terms of those who "switched" and that it was unlikely that energy companies would offer huge savings.
- It would now be very difficult for Gwynedd Council to sign the charter and hold a valuable awareness-raising campaign due to the lack of time.



It was concluded:

- To recommend not to currently support the scheme as a result of the concerns and lack of time before the second round closes.
- To revisit the scheme when more data would become available and join should there be a third round.

Due to concerns regarding the scheme and without the scheme receiving the Council's support, it was premature to upload simple information about Cyd Cymru and the scheme's benefits on the Council's website as well as a link to the registration form.

Correspondence was undertaken with Cyd Cymru and it was discovered that the Cyd Cymru scheme was open to all residents in Wales, therefore there was no need to consider any other schemes to encompass all Gwynedd residents.

### 3.0 Recent Developments

Cyd Cymru has announced that there will be a third stage and that registration is likely to open at the end of 2014 or early in 2015, although dates have yet to be confirmed. Therefore, the option to support Cyd Cymru is still open. We have also recently received statistics on the first two stages (see below) and there will be a need to consider these and decide whether or not we will support the third stage.

Stage	Registration Dates	Number of registered households	'Switching' dates	Number of households that 'switched'	Average household annual saving
1	21/10/13-13/1/14	5,373	13/1/14-24/1/14	861	
2	27/1/14-9/3/14	1,963	10/3/14-31/3/14	674	
Total		6,802			£185

### 4.0 Reducing the Council's energy costs

The Gwynedd Council Carbon Management Plan has been in operation for some time and has now seen a reduction of over 30% in carbon emissions from Council buildings compared with 2005/06. This is a saving of approximately £600,000 a year in energy bills. In addition, the Council is part of a regional group that buys energy on a collective basis in order to secure the cheapest possible bill prices.

<b>NAME OF SCRUTINY COMMITTEE</b>	CORPORATE SCRUTINY COMMITTEE
<b>DATE OF MEETING</b>	11 SEPTEMBER 2014
<b>TITLE</b>	SYSTEMS THINKING
<b>CABINET MEMBER</b>	Councillor Peredur Jenkins

## 1. Background

1.1. The Scrutiny Committee has noted its wish to scrutinize the latest developments on systems thinking, specifically asking me to respond to the questions noted below.

## 2. To what extent has Systems Thinking been extended across the Council?

2.1. The work of extending across the Council is starting at the moment.

2.2. The Committee Members who were part of the original scrutiny review will be aware that “systems thinking” is not a matter of setting a process in place but a matter of ensuring a consistent way of thinking amongst all the Council staff and that the Council’s wider culture and working processes also support that way of thinking.

2.3. These working processes, culture and way of thinking (having been rooted amongst all the Council’s staff) will then lead to arming those staff with the necessary skills to discover solutions to meet the real needs of the people of Gwynedd.

2.4. The title “Ffordd Gwynedd” has been given to this package of work arrangements, thinking, and culture, which is the way we will be ensuring that we put the people of Gwynedd at the centre of everything we do, and this is the plan referred to as DT1 on page 38 of the Council’s Strategic Plan.

2.5. In order to extend all this across the Council, we must ensure that the most important elements for achieving this are in place before we start the journey (or we will be accused of talking about it but with nothing in place to support it in practice). This would lead to staff thinking that it is only talk and that we are not serious about it. This in turn would make it impossible to change the culture.

2.6. The work of ensuring that the most important necessary supporting elements are in place is nearly complete, with one essential element including developing an internal programme (having learnt lessons from the two “systems thinking” pilots already completed) to ensure assistance is available for service teams to challenge what they are presently doing. This will be the programme for implementing Ffordd Gwynedd.

2.7. The first run of this programme will take place in one service in October in order that we can test it in practice before extending it to more units.

2.8. The Ffordd Gwynedd Strategy document, outlining what it entails, will be going before the Cabinet for approval in the autumn.

2.9. Those who were present in the Council when the Chief Executive Designate was appointed in May, will remember that he was appointed on the basis of his vision to change the Council's culture to one that is consistent with systems thinking, and he has already started on the work of extending the concept amongst the Council's managers and staff by holding a series of sessions during July and August.

**3. What efforts have been made to ensure that the Cabinet Members and Senior Managers understand the principles of Systems Thinking? And as a result of this, has any one of the Council's services been re-designed for the benefit of the customer?**

3.1. The Senior Managers have been part of the sessions referred to above held by the Chief Executive Designate and whilst all the Cabinet members are aware of what is contained in the DT1 project of the Strategic Plan they will gain a better understanding of what is involved when the strategic document is presented to them.

3.2. Obviously, no service has been re-designed as yet but the Strategic Plan anticipates that we will have supported 7 Teams to implement the principles of Ffordd Gwynedd by the end of the financial year. Assuming that no further obstacles arise I am confident that we will be able to do this.

3.3. The point made about the need for members to understand what is expected from us is a very important one that should not be overlooked.

3.4. Obviously Councillor Ioan Thomas and I have been managing the development of the system and understand the elements of the requirements on staff and managers but there will also be requirements on us as members. We will not be able to change the Council's culture if the members' culture stays the same.

3.5. I am currently discussing with officers what we need to do in order to ensure that all the Council's members have a sufficient understanding of the concept behind Ffordd Gwynedd in order to assist in supporting our ability to change the general way of thinking within the Council.

**4. What support is there available to officers to provide the 'day job' and to work on the Systems Thinking project at the same time?**

4.1. The programme for implementing Ffordd Gwynedd includes the need for managers to consider any requirements of carrying on with the "day job" whilst the redesigning goes ahead.

4.2. This is considered to be crucial to any process of change and is not unique to Ffordd Gwynedd.

4.3. Of course, we must be aware of the fact that this could on occasions mean that we cannot bridge the gap in the short term and that the "day job" will have to be completed with less resources for a period of time whilst the team dealing with the changes undertake that work.

4.4. This could mean that performance could therefore get worse for a period of time, but maybe this is the price we have to pay in the short term in order to gain a better service in the long term.

**5. In developing the scheme across the Council, how is a balance intended to be struck between undertaking the work internally and obtaining external, independent input when the need arises?**

5.1. One of the things learnt from the pilot work was that the final system needs to be tailored to meet the specific culture of Gwynedd Council.

5.2. We have therefore developed our own model under the Ffordd Gwynedd banner since this also enables us to learn as we go forward rather than being dependent on expensive external consultants.

5.3. Creating an internal programme and utilising the staffing skills we already have in place is going to be much more cost effective than depending on external consultants.

5.4. Having said that, we must not deceive ourselves by thinking that we will be able to solve every problem that comes our way on this journey and we do foresee that we will need to call upon the services of external consultants for support if we come across obstacles that we cannot solve internally.

5.5. We are presently also considering whether there should be an element of external assessment by consultants on our internal arrangements in case something fundamental has been missed out, but we have not yet reached a conclusion on whether this would be worthwhile.

**6. How is consideration given to comments and feedback from customers, and how are the nature of demand and the true needs of the customer assessed? What are the public's views, do they believe that systems thinking works?**

6.1. The first part of the question is an integral part of the programme for implementing Ffordd Gwynedd.

6.2. The answer to the second part will become apparent when the concept has been extended across more of the Council's services, but we must be careful not to ask the wrong question. Ultimately, the true measure is whether the service is improving, not whether the public believe that systems thinking works. Of course one should lead to the other.

**7. What measures have been set in order to assess the successes and problems in implementing the scheme across the Council and to report on any matters of concern to the Cabinet?**

7.1. The important measures are of course those that measure how successful we are in achieving the purpose set for any team operating within the Council.

7.2. It is essential to ensure that the Council's performance system contains these measures and enables us to report to the Cabinet through the relevant Cabinet Member when things go wrong.

7.3. This underlines the need to look again at the Council's performance arrangements as one important element which is part of the work of ensuring that all elements of the Council's culture support our ability to implement systems thinking.

7.4. This work is taking place as part of the DT1 scheme in the Strategic Plan.

**8. What work has been completed to assess the cost of the scheme in order to identify the extent of the expenditure and any savings that have already resulted from it, and what are the projections for the future?**

8.1. A record of the costs involved in implementing Ffordd Gwynedd is kept, and eventually when we have extended the idea across the Council it is anticipated that savings will arise from stopping undertaking things which do not add value to the people of Gwynedd.

8.2. We can then consider whether it has been a financial success.

8.3. However care must be taken not to think of it as a tool for saving money.

8.4. The essence of Ffordd Gwynedd is to focus on the needs of the people of Gwynedd and thereby ensure that we truly meet the needs of the people of Gwynedd.

8.5. Savings will undoubtedly arise, but the main aim is to improve our ability to meet the needs of our people.

**9. What is the opinion of the specialists from Cardiff Business School e.g. on the Council's attitude towards system thinking?**

9.1. We do not know because we haven't asked.

9.2. Having to create documents and paying for the assessment would divert effort and resources from ensuring that we move forward to change the culture of the Council and to create a system which will improve the quality of our services.

9.3. The arrangements we have in mind correspond with statements heard from officers of the Business School when they came here to explain how they would ideally implement systems thinking but we have not specifically asked them to make an assessment.

9.4. Ultimately the only way to assess if our attitude is correct is to see whether it improves services and in this respect, only time will tell.

<b>NAME OF SCRUTINY COMMITTEE</b>	Corporate Scrutiny Committee
<b>DATE OF MEETING</b>	18 September, 2014
<b>TITLE</b>	Gwynedd & Ynys Môn Local Services Board Transformation Journey
<b>AUTHOR</b>	Anwen Davies, Senior Partnerships Manager (Gwynedd & Ynys Môn)
<b>CABINET MEMBER</b>	Councillor Dyfed Wyn Edwards
<b>WHAT NEEDS TO BE SCRUTINISED AND WHY?</b>	<ol style="list-style-type: none"> <li>1. Initial steps in LSB transformation journey;</li> <li>2. Proposed next steps to further develop elected member scrutiny arrangements underpinning the work of the LSB.</li> </ol>
<b>IS THERE ANYTHING FURTHER THE SCRUTINY COMMITTEE NEEDS TO DO?</b>	Joint proposals with Ynys Môn on scrutiny arrangements for consideration by the elected member scrutiny committees of both local authorities in Autumn/Winter, 2014
<b>WHAT ARE THE NEXT STEPS</b>	Discussions with colleagues on the Isle of Anglesey

## 1. BACKGROUND/CONTEXT

- 1.1 Public sector organisations have come together to form Local Services Boards (LSB) across the Principality in an attempt to co-ordinate and deliver better outcomes jointly. Members will be aware that it was decided to establish a joint Local Services Board for Gwynedd and Ynys Môn which was established in April, 2013;
- 1.2 The LSB is a high level strategic board which is reflected in its membership comprising Chief Executives and Leaders of the principal public service organisations. It is responsible for:
- Agreeing outcomes for local people and local strategic priorities for multi-agency working to support the broader agenda set out in the National Programme for Government and responding to local needs identified through a local needs assessment, as the basis for an integrated plan;
  - Ensuring appropriate governance and performance management arrangements are in place to achieve improvements, that managers and front line staff across agencies are working together effectively and that agreed priorities are reflected in individual organisations' corporate plans;
  - Ensuring partnership and delivery structures are fit for purpose and accountable;
  - Challenging where there is underperformance or coasting and implementing changes that reflect evidenced best practice to improve outcomes for the local population;
  - Reviewing and reporting annually on progress to the public, Welsh Government, democratically elected members and LSB member organisations.

The Local Services Board is the statutory partnership for all the areas within its area of work. There is one exception which is that of Community Safety which remains with the Gwynedd and Ynys Môn Community Safety Partnership.

- 1.3 Although LSBs have been in place for some years, there is a national view that partnership working is frequently under-developed in the public sector. Partners often meet regularly to share information but few partnerships have a clear focus on jointly delivering better outcomes. Welsh Government published guidance on integrating partnerships and plans<sup>1</sup> in 2012 which cited that:

*“... to make a difference partnership must mean working together not just talking together. Its focus must be on a shared agenda of better outcomes, placing the emphasis on priorities, pace and performance....”*

The Guidance also identified local authorities as having a clear leadership role in supporting LSBs.

- 1.4 The Auditor General<sup>2</sup> has started a programme of Corporate Assessments which include a theme examining the effectiveness of partnerships and collaboration. A timetable for the Gwynedd Corporate Assessment has not yet been published. The fieldwork in respect of the Ynys Môn Corporate Assessment is scheduled for February, 2015.
- 1.5 The Wales Audit Office have very recently announced their intention to undertake an audit of the Gwynedd and Ynys Môn LSB/strategic partnerships. The timetable for the fieldwork has not yet been confirmed.

## 2. THE GWYNEDD & YNYS MÔN LOCAL SERVICES BOARD TRANSFORMATION JOURNEY

- 2.1 As referred to above, a new joint Local Services Board for Gwynedd and Ynys Môn was established in April, 2013 by merging the two former single area LSBs. This merger also included a rationalisation of strategic partnership arrangements across 2 separate local authority areas into one joint, integrated Partnerships Unit hosted and managed by Gwynedd Council as a shared service on the part of both Ynys Môn and Gwynedd Councils. The integrated Unit became operational in December, 2012;
- 2.2 The joint LSB concentrated its efforts during its first year of existence (2013/14) on the following areas:
- Leading the partnerships rationalisation across both local authority areas in order to create a single integrated team;
  - Beginning to identify its vision and direction as a collective;
  - Preparing a draft Single Integrated Plan;
- 2.3 **Emerging current focus** – a period of “pause and review” currently prevails as regards the future direction of the Local Services Board and the associated Partnerships Unit. The following components feature in our evaluation/ appraisal:

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<sup>1</sup> Shared Purpose, Shared Delivery: Guidance on Integrating Partnerships and Plans – Welsh Government (June, 2012)

<sup>2</sup> Auditor General – The Office of Auditor General for Wales was created in 2005 and is the statutory external auditor for most of the Welsh public sector. The role includes examining how public bodies manage and spend public money including how they achieve value in the delivery of public services. The Auditor General also reports annually on how well individual local authorities are planning for improvement.



- 2.3.1 The Gwynedd and Ynys Môn Local Services Board (at its meeting convened on 12/03/14) made a number of significant decisions relating to its future vision and strategic direction. These decisions are detailed in **Appendix 1** to this report;
- 2.3.2 A broad brush stock take has been completed of our current Local Authority partnership arrangements (focus upon the strategic partnerships unit in the main) the outcomes of which have informed an improvement journey to run in tandem with the transformation of the LSB. The underlying driver is around seeking robust structures and priorities for the strategic unit in support of the LSB's role in leading strategic change;
- 2.3.3 An appraisal is now being undertaken in order to:
  - Evaluate our current strategic partnership arrangements/working and associated underpinning governance and structures;
  - Identify characteristics of current successful partnerships.
- 2.3.4 A recent review of partnerships across North Wales commissioned by the Health Board and Chief Executives will also influence and further inform our ambition and vision in North West Wales;
- 2.3.5 Implications of the Commission on Public Service Governance and Delivery (2014) and forthcoming Future Generations Bill are significant for Local Services Boards, partnerships and collaboration. These will consequently inform and influence our transformation journey and priorities over the next period.

### 3. AN INITIAL 3 STEP TRANSFORMATION JOURNEY

The LSB has adopted an initial 3 step approach to its transformation journey:

#### 3.1 **STEP 1 [June, 2014]** – Externally facilitated session for LSB members and senior leadership of public services to:

- identify the future ambition and strategic direction of the LSB;
- agree key priority areas over the next year or two;
- clarify individual roles and responsibilities of LSB members.

#### 3.2 **STEP 2 [Autumn, 2014]** – thematic sessions externally facilitated to articulate key priorities/risks under the auspices of the Board for the next 1/2 years:

- Children & Young People;
- Health, Social Care & Wellbeing – older people;
- Poverty/deprivation/vulnerable communities.

#### 3.3 **STEP 3 [September, 2014]** – Full LSB meeting to:

- Endorse new ambition, vision and strategic direction;
- Confirm key priority areas;
- Agree revised structures and governance arrangements.

We are currently planning Step 2 – thematic sessions to articulate key priorities and are finalising the preparation in readiness for a LSB meeting on 26 September, 2014.

### 4. TOWARDS ROBUST AND EFFECTIVE SCRUTINY ARRANGEMENTS

- 4.1 One area of our work to be prioritised over the coming period will be the further development of elected member scrutiny arrangements underpinning the work of the Gwynedd and Ynys Môn Local Services Board. It is timely, in terms of the transformation journey of the LSB, that we now give some consideration to how we might further develop robust scrutiny arrangements, providing an appropriate level of challenge to the Board – jointly across both

Counties to reflect the mandate of the LSB. Part 2 of the 2009 Local Government Measure sets out the requirement upon us:  
*“...local authorities should have in place effective scrutiny processes to ensure local democratic accountability for partnership actions...”*

- 4.2 The next step will be to hold discussions with colleagues on the Isle of Anglesey with a view to:
- Reaffirming agreement/sign off of both Local Authorities to joint Elected Member scrutiny arrangements underpinning the LSB;
  - Negotiating a programme of themes to be scrutinised through the joint arrangements/process on the work of the LSB/Single Integrated Plan/Strategic Partnerships.

The joint proposals will be submitted for consideration by the elected member scrutiny committees of both Local Authorities in Autumn/Winter, 2014.

## 5. **RECOMMENDATIONS**

The Corporate Scrutiny Committee is requested to:

- R1** Note the contents of the report – in particular the transformation of the joint Gwynedd and Ynys Môn Local Services Board;
- R2** Form a view around the proposed next steps to further develop elected member scrutiny arrangements underpinning the work of the LSB.

**DECISIONS OF THE GWYNEDD & YNYS MÔN LOCAL SERVICES  
BOARD [12/03/14]**

1. A new ambition be developed over the coming months which gives greater credence than previously to bridging the funding gap in public services – by ensuring more co-ordination of and focus upon demand management (improving public service systems to reduce failure demand) and introducing a programme of interventions that have a positive impact on behaviours which drive demand (co-design and production);
2. A strategic direction that strives to strike an appropriate balance between:
  - Effective demand management/spend in the short term;
  - Effective multi-agency interventions having a medium/long term impact on service demands/spend/determinants;
  - Developments driven by national ring-fenced grant monies (community safety/children & young people in particular); AND
  - Appropriate and proportionate response in Gwynedd and Ynys Môn to the requirements of Welsh Government guidance on integrating partnerships and plans<sup>3</sup> (*Shared Purpose – Shared Delivery*).
3. A small number of key work-streams to be prioritised over the coming year or two which will enable the Local Services Board to make evidenced progress in pursuance of its emerging ambition;
4. Convene an externally facilitated session to articulate the Board's ambition, vision and strategic direction together with its priority development areas.

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<sup>3</sup> Shared Purpose, Shared Delivery: Guidance on Integrating Partnerships and Plans – Welsh Government (June, 2012)



## **Local Development Plan - Collaboration**

### **Version 1.00 of the Scope**

#### **Background**

A report was submitted to the Corporate Scrutiny Committee on 27 March 2014 on collaboration / the future of public Services, focusing specifically on the Council's response to the Williams Commission report.

The Williams Report is a substantial document, which contains a thematic analysis of the challenges that face the public sector in terms of dealing with the weaknesses of the existing systems and how prepared it is to face the future.

The report is limited to some extent by the remit given to it; however, it offers an analysis of the situation of public services in Wales and the need for change in the future.

On 8 July 2014, the White Paper – Reforming Local Government was published, outlining the Welsh Government statement of intent about the future of Local Government, and its vision for a Local Government in Wales fit for the 21st Century and beyond.

#### **Purpose of the Investigation**

The purpose of the Scrutiny Investigation is to consider the Welsh Government's plans for joining Local Government, basing the investigation on the recent example of joining between Gwynedd and Anglesey so as to fulfil the requirements of the Local Development Plan, with attention given to the following matters:

- a) What was the business case for having a Joint Local Development Plan for Gwynedd and Anglesey?
- b) What engagement arrangements were put in place whilst planning the Gwynedd and Anglesey Joint Local Development, and were those arrangements fit for purpose?
- c) Were all stakeholders successfully identified for the engagement?
- d) Was appropriate consideration given to the barriers identified to joining and how to resolve them?
- e) What feedback was received on the effectiveness of the joining by key stakeholders?
- f) What successes and lessons were learned from the joining?
- g) What good practices were identified that could be transferred to other joint arrangements in the future?
- h) What effect and influence if at all did the joining have on work conditions of the workforce directly associated with the Gwynedd and Anglesey Joint Local Development Plan?

- i) How satisfied are Gwynedd (and Anglesey) citizens with the new arrangements for providing the Local Development Plan?

### Period of Investigation

Start of Investigation	September 2014
End of Investigation	March 2015
Report to Corporate Scrutiny Committee	March 2015
Report from Scrutiny to Executive	April 2015

### Programme

Outline of main steps and meetings.

Members will be required to do additional work in-between meetings.

1	Presentation by the Cabinet Member on the Council's response to the Williams Commission and the White Paper – Reforming Local Government.
2	Presentation by the Cabinet Member for Planning and the Head of the Regulatory Department on the business case for having a Gwynedd and Anglesey Joint Local Development Plan.
3	<p>Planning Session</p> <ul style="list-style-type: none"> <li>• The Investigation Group to consider the information presented thus far</li> <li>• Agree on questions and the timetable for visiting relevant Council officers.</li> </ul>
4	Discussion and questioning session with relevant Council officers.
5	Consider the engagement arrangements implemented for the Joint Gwynedd and Anglesey Local Development Plan, in light of the engagement guidelines by Participation Wales.
6	<p>Planning Session</p> <p>Consider the information received thus far, and plan the rest of the work programme.</p>
7.	Focus Groups with key stakeholders
8.	<p>Planning Session</p> <p>Consider the information received thus far, and plan the rest of the work programme.</p>
9	<p>Discussion and questioning session on the key findings with:</p> <ul style="list-style-type: none"> <li>• Cabinet Member for Planning</li> </ul>

10	Analysis <ul style="list-style-type: none"><li>• Consider and summarize the information and experiences</li><li>• Agree on the key recommendations for the report</li></ul>
11	Create the report
12	Corporate Scrutiny Committee to consider the draft report and recommendations for the Cabinet Member.