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Consultation Document

Shared Purpose – Shared Delivery

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Action required: Responses by **30 March 2012**

Overview

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

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

How to respond

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

You may also send your comments to the postal address below.

Further information and related documents

Large print, Braille and alternate language versions of this document are available on request.

Consultation web address:
www.wales.gov.uk/consultations

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Data protection

How the views and information you give us will be used.

Any response you send us will be seen in full by Welsh Government staff dealing with the issues which this consultation is about. It may also be seen by other Welsh Government staff to help them plan future consultations.

The Welsh Government intends to publish a summary of the responses to this document. We may also publish responses in full. Normally, the name and address (or part of the address) of the person or organisation who sent the response are published with the response. This helps to show that the consultation was carried out properly. If you do not want your name or address published, please tell us this in writing when you send your response. We will then blank them out.

Names or addresses we blank out might still get published later, though we do not think this would happen very often. The Freedom of Information Act 2000 and the Environmental Information Regulations 2004 allow the public to ask to see information held by many public bodies, including the Welsh Government. This includes information which has not been published. However, the law also allows us to withhold information in some circumstances. If anyone asks to see information we have withheld, we will have to decide whether to release it or not. If someone has asked for their name and address not to be published, that is an important fact we would take into account. However, there might sometimes be important reasons why we would have to reveal someone's name and address, even though they have asked for them not to be published. We would get in touch with the person and ask their views before we finally decided to reveal the information.

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This Programme for Government is not just an agenda for the Welsh Government. It is an agenda for Wales. We look to leaders across the public sector, private sector and third sector to recognise this agenda and take it forward in partnership with us.

Rt Hon Carwyn Jones AM
First Minister of Wales

Introduction

The Programme for Government sets out the priorities for service delivery which will make the biggest difference to the lives of people in Wales:

Healthy people living productive lives in a more prosperous and innovative economy; safer and more cohesive communities, with lower levels of poverty and greater equality; a resilient environment with more sustainable use of our natural resources and a society with a vital sense of its own culture and heritage.¹

This draft guidance sets out the unique role of Local Service Boards in achieving these outcomes by bringing together public service leaders to plan, work, deliver and improve. We all agree that to make a difference partnership must mean working not just talking together. Its focus must be on a shared agenda of better outcomes, placing the emphasis on priorities, pace and performance.

Role of the Local Service Board

The Welsh Government believes the Local Service Board (LSB) is the heart of local multi-agency working. The Welsh Government expects its members – leaders of local government, NHS, the police, third sector and the Welsh Government itself – to work together, and for this spirit of cooperation to be reflected at all levels across the public services. LSBs must provide the leadership for this by:

- Agreeing strategic priorities for multi-agency working to support the broad agenda set out in the Programme for Government and responding to clearly evidenced local needs.
- Ensuring appropriate systems are in place to achieve improvements and 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.

In the past, planning in local government and the health sector has often been too attentive to demand rather than need. This has resulted in the provision of reactive and remedial services which treat problems after they have arisen, rather than

¹ Programme for Government p.iii See <http://wales.gov.uk/about/programmeforgovernment/>

preventing their occurrence in the first place. At a time of reducing budgets and rising expectations, this is not sustainable.

The foundation for moving forward sustainably is a well-evidenced, single integrated plan for the area that clearly reflects the needs of the local population. The LSB must focus its efforts most forcefully on early intervention and prevention, in order to break cycles of dependency and prevent the persistence of poor outcomes from one generation to the next. The Programme for Government sets this out clearly in the case for families, for instance:

“the importance of all parts of Wales providing multi-agency support for families who need it, tailored to the particular issues they face, bringing together help from social services, health services, education, justice and voluntary services”.

We all recognise that this kind of support – focusing on the future, investing to save – is key to delivering sustainable improvements for the longer term.

Shared Outcomes

The Welsh Government has identified the outcomes Wales should work towards and the priority areas for action in the Programme for Government. It is clear that most high level outcomes in Programme for Government can only be achieved by multi-agency working. These should be reflected in single integrated plans.

The following Programme for Government outcomes are of particular significance for local multi-agency delivery:

- Improving early years' experiences.
- Improving health and educational outcomes of children, young people and families living in poverty.
- Preventing poor health and reducing health inequalities.
- More inclusive and cohesive communities.
- Improving the skills of young people and families.
- Ensuring people receive the help they need to live fulfilled lives.
- Creating sustainable places for people.

It is the role of the LSB to use its local needs analysis to determine which will be the highest priorities for local action, but there should be a consistency of approach in terms of implementing system change to drive improvement in the delivery of services to improve individual outcomes. There must be a stronger strategic focus to commissioning and delivery, and this must clearly link back to evidence of need. In taking action, LSBs should draw on best practice in Wales and beyond in designing effective solutions, with particular reference to the work of other LSBs and the

Effective Services for Vulnerable People workstream of the Public Service Leadership Group².

While place itself is not a determinant of disadvantage, there is good emerging evidence to suggest that joint approaches to neighbourhood working can tackle complex inter-related issues within localities and communities and yield sustained improvements. The Welsh Government advocates a neighbourhood approach in all areas as a means of targeting multi-agency action effectively. This will also necessitate stronger links between LSBs and Communities First.

The Way Forward

A single integrated plan represents a significant simplification. It can replace the four existing statutory plans and strategies, thereby reducing complexity and duplication, and freeing up resources. The development of a single integrated plan and the process partners must undertake to produce it must be underpinned by an understanding that in order to improve delivery:

- Welsh Government and its partners must have a shared understanding of the priority outcomes. The Programme for Government provides this framework.
- The most pressing outcomes require different partners to work together: they cannot be solved from service silos. The LSB has a strategic role in providing local collaborative leadership.
- Sustainable improvements can only be achieved through prevention and early intervention, based on analysis of need not demand. The LSB will need to be supported by a much stronger corporate and multi-agency focus on needs analysis.
- Improved outcomes require more strategic commissioning and delivery, and a willingness to rethink, redesign and implement system wide changes. Engaging citizens and the workforce is essential.

No LSB is an island. We expect LSBs to understand the regional agenda in their areas and to work with neighbouring and other LSBs where this best serves the interests of their citizens and communities.

Finally, this must be underpinned by clear lines of both executive and democratic accountability for delivery. How this will be achieved through effective performance management and democratic local scrutiny should be set out in the plan itself.

The introduction of single integrated plans is the challenge to LSBs to take their local leadership to the next level and it provides the focus and impetus to making a real and measurable difference by delivering effective services and improving the outcomes of people living in their communities.

² See <http://wales.gov.uk/topics/improvingservices/pslg/nwp/effectservices/>

CHAPTER 1: PARTNERSHIP WITH PURPOSE

The case for change

The current pattern of partnerships in Wales has grown from the desire to work together to address cross-cutting and difficult issues. Partnership working has become the everyday currency of the public service in Wales and there is good evidence this has led to the development of relationships of trust between organisations.

However, a number of areas have analysed their local partnerships and found too much complexity and duplication³. First tier partnerships (CYPP, HSCWB etc.) have given rise to second and third tier partnerships, working groups and task and finish groups. Reasons for this include a local enthusiasm for establishing new partnerships to tackle new issues and a reluctance to adapt existing partnerships for new purposes. For regional scale organisations, such as local health boards and the police, the costs of servicing a large number of partnerships have been very significant indeed.

The Joint Inspection of Local Safeguarding Children Boards 2011⁴ identified seven key factors which contribute to the effectiveness of Local Safeguarding Children Boards:

1. Leadership.
2. Governance and accountability.
3. Strategic Direction.
4. Structures.
5. Funding.
6. Performance Management and Quality Assurance.
7. Citizen Engagement.

Analyses of local partnerships by LSBs confirm that these factors are relevant to partnership structures in general across Wales. In particular, weaknesses are evident in most areas with respect to the following:

- **Leadership** – lack of leadership of the partnership landscape as a whole, and a lack of understanding at senior level in individual organisations of the extent and cost of partnership working.
- **Governance and accountability** – much of the partnership landscape is only very partially responsive to corporate governance processes.
- **Strategic Direction** – while individual partnerships may have clear strategic direction, it is not possible to determine strategic direction for local partnership working as a whole.

³ See work undertaken by Cardiff, Neath Port Talbot, Rhondda Cynon Taf and Merthyr Tydfil local service boards, for example.

⁴ Joint Inspection of Local Safeguarding Children Boards, CSSIW, 2011

- **Performance Management and Quality Assurance** – this is generally absent and in most cases it is difficult at best to demonstrate how partnership working has improved local well-being.

Streamlining of local partnership structures under the clear leadership of the LSB is necessary in order to make them fit for purpose, to re-establish accountability and redirect staff and resources to support integrated planning and delivery.

Role of the Local Service Boards

LSBs are not statutory partnerships. They are an expression of engaged public service leadership locally. A functional LSB is evidence of good public service collaboration, co-operation and leadership.

It is the view of the Welsh Government that the role of the LSB is to lead change. The Welsh Government considers that LSBs should:

- Agree strategic priorities for multi-agency working to support the agenda set out in Programme for Government and respond to clearly evidenced local needs.
- Achieve improvements by ensuring appropriate systems are in place and that managers and front line staff across agencies are working together effectively, and that agreed priorities are reflected in individual organisations' corporate plans.
- Ensure partnership and delivery structures are fit for purpose and accountable.
- Challenge where there is underperformance or coasting and implement changes that reflect evidenced best practice to improve outcomes for the local population.
- Review and report annually on progress: to the public, Welsh Government, democratically elected members, and LSB member organisations.

As such, the Welsh Government considers LSBs to be the appropriate forum for formulating and reviewing single integrated plans.

LSB leadership is crucial. Having the individuals at the top of each of the partner organisations signed up and leading by example is essential to achieve cultural change and provide challenge to existing practices and ways of working.⁵ If organisations, or parts of organisations, are not working together effectively to implement transformation and effect improvement in all service areas, the individuals sitting at the LSB table have both the authority and the responsibility to demand change.

⁵ *Developing the One Powys Approach and Lessons Learnt*, Powys LSB, October 2011

Membership of the LSB

The core membership of a LSB should consist of leaders of the local authority, police, health service, county voluntary council, and a senior representative of the Welsh Government⁶. LSBs can determine whether to expand this membership but they should not be seen as having to represent the widest range of interests.

LSBs are strategic, decision-making bodies and they should take this opportunity to ensure their own structure is fit for purpose. Wider public service and community interests should be heard through engagement processes. There are many local examples of how this can work.

Legislative requirements

There has been confusion over the meaning of 'statutory partnerships'. With regard to the four statutory plans to which this guidance refers, the only statutory partnership is the community safety partnership (identified as a 'strategy group' in regulations made under the 1998 Crime and Disorder Act). It is possible for a LSB to fulfil the role of the community safety 'strategy group', so long as the partners named in the legislation are members of the LSB and it consciously discharges the duties set out for it.

The other pieces of legislation set out named partners who must be engaged during the planning process and named partners who must agree the final plans (see Chapter 2 and Annex A).

In order to meet the requirements of the four statutory plans referred to within this guidance, statutory engagement and consultation processes must continue if a single integrated plan is to be produced. This does not and should not prevent LSBs from reviewing and streamlining partnership structures to make them fit for purpose.

⁶ See *Local Service Boards: Building on Success*, November 2009

CHAPTER 2: INTEGRATED PLANNING

Introduction

No single organisation can meet the total needs of a community and all are facing financial pressures. Consequently, there is a fundamental requirement to plan and design service delivery in a collaborative manner. Developing a single integrated plan which drives the delivery of a set of shared outcomes will go a long way to achieving that.

This guidance draws on emerging best practice from across Wales and further afield in designing sustainable services for people and communities. It encourages:

- A continuing shift towards outcome-based thinking, keeping the needs of people and communities at the heart of planning and delivery.
- A significant shift in needs analysis, service design and resource allocation from reaction and repair to anticipation and early intervention.
- Absolute transparency on performance.

The Programme for Government is an agenda for the whole public service in Wales. It is the national canvas for framing priorities in local collaborative planning and delivery. These priorities – such as improving outcomes for children and families, reducing health and educational inequalities, ensuring people receive the help they need to live fulfilled lives – are well evidenced and must be addressed and delivered in all areas of Wales. The single integrated plan is the means for achieving this.

Definition

A single integrated plan can be used to meet your statutory responsibilities in relation to the development of plans and strategies under the following legislation:

- Local Government (Wales) Measure 2009 - Part 2: Community Strategies and Planning (Ss 37-46).
- Children Act 2004 (Part 3: S26) (which includes plans required in accordance with the Children and Families (Wales) Measure 2010 (S2) and the Mental Health (Wales) Measure 2010 (Part 1)).
- Childcare Act 2006 (Ss 22 and 26)⁷.
- NHS (Wales) Act 2006 (Part 3: S40).
- Crime and Disorder Act 1998 (Part 1: S6).

⁷ In relation to discharging responsibilities under Sec 22 and 26 detailing sufficient provision of childcare for working parents or those undertaking education or training which will lead to work and the production of childcare sufficiency assessments.

This guidance supersedes previously published guidance relating to these plans:

- Local Government (Wales) Measure 2009 - Part 2: Community Strategies and Planning.
- Stronger Partnership for better outcomes - Guidance on local co-operation under the Children Act 2004 – issued August 2006 and subsequent guidance on the Children and Young People's Plan.
- Health Social Care and Wellbeing Strategy Guidance 2011/12 to 2012/13.

It aims to provide a framework that will enable you to meet your statutory planning responsibilities and align with Welsh Government priorities, while allowing for a greater degree of local determination in other respects.

How should you develop your plan?

An amalgamation of existing statutory plans and strategies does not constitute a single integrated plan. There must be a fundamental change in how each LSB partner organisation approaches its development and delivery.

Your single integrated plan should be based on a comprehensive needs assessment (see Chapter 4), use an outcomes based methodology, and pay attention to the needs of the whole population in the local area but with a specific focus on groups who are disadvantaged, vulnerable or at risk of becoming vulnerable.

An outcomes based approach provides a range of benefits.

- It facilitates and supports collaboration between service delivery organisations.
- It shifts the focus from processes and outputs to the impact of services on the well-being of people and communities.
- Using robust evidence analysis, it helps partners prioritise interventions and provides a basis for such reprioritisation of effort and resources.
- It clearly identifies individual partners' contributions, associated accountability and provides a means of forging direct links between shared outcomes and partners' corporate plans.
- It ensures the best use of resources by maximising shared delivery opportunities and minimising the risk of wasteful duplication.
- It provides a performance management framework to measure progress by ensuring the regular collection and reporting of data.

There is a wealth of material available on outcome based approaches⁸ and the Welsh Government can provide training support through our Ffynnon partners. Effective practice requires full commitment at the most senior level, investment in training, and it must drive a cultural change in the way the organisation puts people's well-being at the centre of its strategy, using data at every step to drive improvement.

What should your single integrated plan include?

Your single integrated plan should set out clearly:

- **Vision:** the long term vision for the local area.
- **Analysis:** key issues, trends and local patterns of need, based on a comprehensive and contemporary needs analysis.
- **Action plan:** your priority outcomes for a 3 year period and a clear action plan for driving improvement which describes partners' contributions and accountability. There should be a specific focus on the 3-5 highest priorities which should form the core agenda for improvement of the LSB.
- **Enabling strategies:** an information strategy and an engagement strategy.
- **Assurance:** LSB governance, performance management and scrutiny arrangements.

Vision

Your single integrated plan should set out at the start the overarching long term vision for the sustainable development of your communities over the next 10-15 years. You should take into account changing demography, the socio-economic context, the impact of climate change and a shift in focus and investment from remedy to prevention in order to understand the likely change in demand for services.

Analysis

Local need should be identified by setting out the headline data and trends, as well as variations within the area e.g. by locality or population group, and the reasons for such variation. The 'story behind the data' is the key to understanding what kind of interventions are most likely to work. You should consider the best way to present these findings in order for the information to be meaningful to local communities. See also Chapter 4.

⁸ See for example: <http://www.resultsaccountability.com/> and <http://www.scotland.gov.uk/Topics/Government/public-bodies/OucomesBasedApproach/OBA-Guidance>

Action Plan

This section should have a 3-5 year horizon which identifies in detail the population outcomes which need to be improved in the medium term, in order to make progress towards the long term vision. This establishes the 'population accountability'. In order to bring a strategic focus to the most pressing issues, there should be a specific focus on a small number of the highest priority outcomes, as identified by need. It should also identify the indicators and measures which will be used to measure progress. This establishes the 'performance accountability'. The Programme for Government is the framework of high level outcomes for all areas of Wales and also sets out relevant measures and indicators.

You should set out in detail the actions that each of the partners will take to achieve the population outcomes, with a clear focus on early intervention in order to reduce the need for remedial interventions in the future.

Enabling Strategies

Information strategy

Service planning can be driven by an analysis of demand rather than need. This results in the provision of remedial services which treat problems after they have arisen, rather than preventing their occurrence in the first place. At a time of reducing budgets and rising expectations, this is not sustainable.

In order to undertake integrated planning on the basis of need, significant resource needs to be committed to analysing the evidence, both broadly across the whole range of outcomes, and in depth in respect of the highest priorities. This goes beyond looking at measures and indicators: it includes listening to service users and front line staff, understanding user behaviour, how organisations are working together, how commissioning of services can be strategically refocused to address need, and the changes in workforce planning and resource allocation required to move to a more preventative approach. It also includes making this information available to the public and there is an early opportunity to work closely with the NHS as they develop their public information strategies⁹.

There is considerable analytical capacity in the system as a whole, but at present capacity and capability is spread unevenly between organisations and often operate in isolation. The LSB will need to marshal this resource to support its work. A single integrated plan should include an information strategy setting out how the LSB will make best use of these resources in order to provide itself with the right information at the right time to inform its work. The information available to the partners should be a shared local resource for ongoing needs analysis, intervention design and impact evaluation across the whole single integrated plan.

⁹ See *Together for Health: A Five Year Vision for the NHS in Wales*, November 2011
<http://wales.gov.uk/topics/health/publications/health/reports/together/?lang=en>

Engagement strategy

The Welsh approach to public service reform is premised on citizen voice as a driver for service improvement. A single integrated plan should set out how partners intend to engage with people and communities, with a very clear focus on how this will best support service improvement and improve the experience of people using the services.

Public participation in the development of plans is now well established. However, detailed discussion with individuals, families and front line staff, for instance, can provide an immensely powerful insight into some of the most intractable and complex issues that single integrated plans should be addressing. There is little evidence at present that this sort of focused citizen engagement aimed at tackling failure and creating top-class services is in widespread use (see also Citizen engagement, Chapter 5).

Targeted citizen engagement is not currently being used to greatest effect and is not recognised sufficiently by local leaders as a means for improvement. A single integrated plan should include an engagement strategy which sets out how this will be addressed.

Assurance

Your plan should include information about LSB governance, performance management and scrutiny: who is responsible for what and how people will be held to account. There should be a well-defined outcomes approach setting out clearly, in the form of report cards, how organisational actions are improving population outcomes. It should show alignment with the Programme for Government outcomes.

Your plan should make it clear that it discharges the local authority's duties to publish the four statutory plans and strategies. It should refer to the relevant legislation and where in the plan this is being addressed. The legislative summary in Annex A will assist with this. There are examples of where local authorities have already done this¹⁰.

A single integrated plan may cover more than one local authority area, providing all partners are in agreement. Where a plan does so, it should state clearly the areas to which it relates and the relevant areas should be named on the cover of your plan.

Who should you work with in developing your single integrated plan?

Community planning partners have a responsibility to work with the local authority in order to:

- Develop the vision, objectives and actions for the Community Strategy (and therefore a single integrated plan).

¹⁰ For example, Cardiff's *What Matters: Technical Context Document*
http://www.cardiff.gov.uk/content.asp?nav=2872,3257,5423,6146&parent_directory_id=2865

- Carry out actions to implement the community strategy which fall within their remit.
- Engage with, and account to, local citizens and communities to achieve the above.

Annex A sets out the statutory partners who are named in the different pieces of legislation governing the 4 statutory plans that can be incorporated into a single integrated plan. Section 44 of the Local Government (Wales) Measure 2009 states that local authorities and their partners have a duty to consult with a number of other bodies as part of the planning process. These should include community councils, private and third sector bodies and where appropriate, other public sector bodies, both devolved and non-devolved. Consideration should therefore be given to stakeholders who have a concern with or an interest in the provision of services to the local populations.

Local Safeguarding Children Boards

Safeguarding and protecting children and young people is a shared priority for all those that come into contact with them and provide a service for them. Local Safeguarding Children Boards (LSCBs) are the key statutory mechanism for agreeing how the relevant organisations in each area co-operate to safeguard and promote the welfare of children and young people. Following a review of LSCBs in 2011¹¹, the Deputy Minister for Children and Social Services announced that there will be significant changes to the way protection and safeguarding services are delivered¹², effected through the introduction of a Social Services (Wales) Bill in October 2012. LSBs will need to engage closely with the new arrangements to ensure alignment between safeguarding and protection priorities and single integrated plans.

Communities First

The Communities First programme aims to address the needs our most deprived areas. The programme provides local people with opportunities to play an active role in shaping the future of their community and engage with mainstream services.

Communities First is also adopting an outcomes based approach. In developing a single integrated plan, LSBs should engage with the new Communities First clusters to ensure alignment of community and area priorities, and provide a means of engaging with the hardest to reach individuals in the most deprived communities as part of the planning process. There should be a clear agreement of how Communities First and LSB officials will work together on a continuing basis.

¹¹ *Joint Inspection of Local Safeguarding Children Boards*, CSSIW, October 2011

¹² See <http://wales.gov.uk/newsroom/healthandsocialcare/2011/5502227/>

How will single integrated plans inform regional working?

On 5 December 2011 the Welsh Government signed a Compact¹³ with local government to underpin a new approach to the organisation and delivery of social services, education and other local government services. As the reforms come into effect, there will need to be consideration of how local needs are best met and whether services are best delivered locally, regionally or nationally. Where this is the case, local accountability and scrutiny will need to be carefully considered.

Local authorities which lie on the border with England must ensure that they take into account any reliance that citizens and communities in their areas have on services provided in England and vice versa.

What should you call your single integrated plan?

We refer in this guidance to the 'single integrated plan' as a reminder of the integrated nature of what is being developed. However, you can use any title you choose.

Who is responsible for approving a single integrated plan?

The duty to publish the various statutory plans referenced in this guidance sits with the local authority and other bodies, as set out in the relevant legislation. A single integrated plan is a way in which those bodies can discharge their planning duties, and as such it would need to be approved by each body in due form as required.

The legislative summary at Annex A sets out the duties and named partners for each piece of legislation.

As the priorities and actions in a single integrated plan will have implications for the corporate plans of LSB member organisations, the Boards of these organisations (or equivalent) should explicitly consider and agree the single integrated plans.

Welsh Ministers have a legitimate interest in the development and implementation of single integrated plans as the plans set out how local partners intend to improve outcomes for people in Wales. LSBs should therefore submit their plans to the Welsh Government for comment and feedback. Further guidance on this will be issued in the final guidance.

Who 'owns' the single integrated plan?

A single integrated plan should be viewed as the strategic plan for an area, belonging to all planning partners and their delivery agents. Every agency will be responsible for its own contribution to the success of the strategy but, as the strategic partnership, the LSB will be responsible for:

- Commissioning and producing the single integrated plan.

¹³ See <http://wales.gov.uk/topics/improving-services/publications/compact/?lang=en>

- Ensuring delivery through a robust performance management framework.
- Putting in place challenging local scrutiny arrangements.
- Removing barriers to cross-sector delivery through the influence and actions of its members.

Chapter 3 sets out how the LSB and its member organisations will be held accountable for the delivery of the single integrated plan.

What about consultation?

Legislation¹⁴ relevant to this guidance specifies the duty for local authorities and bodies with whom they must work (planning partners plus others) to consult on their plans. By consulting on a single integrated plan with the bodies named in the legislation, the organisations responsible for planning will meet their statutory responsibilities.

The minimum recommended consultation period is 12 weeks.

How should a single integrated plan be published?

We encourage LSBs to be innovative in the design of your single integrated plan to ensure they are engaging, easy to understand and widely accessible. The LSB may consider creating a public facing strategy and supporting technical annexes which detail how the plan meets the statutory requirements. Both Cardiff and Powys have published examples of this approach at the time of writing this guidance.

Publication should follow the local authority's Welsh language scheme and best practice in terms of accessibility in other formats.

The LSB should consider ongoing engagement following publication of the single integrated plan in order to promote awareness and report to citizens and communities on progress on delivery.

What is the planning cycle?

Once the Plan has been approved by the LSB, the outcomes and specific actions for each of the delivery partners should be incorporated into their own corporate and operational plans – for example the Local Health Board would incorporate the outcomes and their specific deliverables into its annual delivery plan.

¹⁴ Crime and Disorder (Formulation and Implementation of Strategy)(Wales) Regulations 2007
 Substance Misuse (Formulation and Implementation of Strategy)(Wales) Regulations 2007
 Health Social Care and Well-being Strategies (Wales) Regulations
 Child Poverty Strategy (Wales) Regulations 2011
 Children Act 2004 & Children and Young People's Plan (Wales) Regulations 2007

Single integrated plans should be in place in all areas by April 2013. The LSB should regularly monitor the progress of the Plan and formally review it annually. This will ensure that the various historic planning cycles of the separate plans are aligned.

The annual review should enable the LSB to understand whether:

- Actions resulting from the plan are making progress and that there is evidence of impact on population outcomes at the local level.
- The priorities established within the plan are still current.
- That the structures and processes put in place to plan and deliver are still relevant and appropriate.

and should be the basis for the annual report discussed below. A more thorough review should be undertaken approximately every 4 years, in line with the local electoral cycle.

What help is available?

The Welsh Government has made significant resources available to LSBs within the Convergence area of Wales through the European Social Fund Development and Priority Delivery Project. That Project also funds learning networks, for example Citizen Engagement and Information Sharing and Performance Management under a variety of generic themes, open to all LSBs. Funding runs to 2014/15.

In the non-Convergence area, LSB Development Grant will continue until 2014/15. We will be reviewing its terms and conditions with a view to focussing on capacity and capability for needs analysis, service commissioning, outcomes planning and performance management.

The Welsh Government can provide training in outcomes based approaches through our Ffynnon partners.

CHAPTER 3: STRENGTHENED ACCOUNTABILITY

Introduction

Local service boards, their partners and service providers should be open and transparent in their dealings with the public, explaining and accepting responsibility for their actions.

This assurance needs to happen at a number of levels:

- **Public assurance:** the LSB must take responsibility for and make transparent its own performance. An outcome based approach will provide LSB members with the information they need to monitor progress and understand divergence. Establishing, reviewing and challenging this evidence should form the core of the LSB agenda, and it must publish a report annually to evidence progress.
- **Local authority assurance:** the statutory duties in the relevant legislation lie with a number of bodies but local government has a role in every part. For this reason, local authorities should have in place effective scrutiny processes to ensure local democratic accountability for partnership actions.
- **Welsh Government assurance:** the Welsh Government will consider each single integrated plan and provide feedback. The Plans will form a core reference document for the Inspectorates and Wales Audit Office when undertaking reviews of efficiency and effectiveness in local areas. In addition, we are considering whether single integrated plans could be linked to the successor to Outcome Agreements, when the current arrangements come to an end in March 2013.

Performance Management

Outcome based approaches are now in widespread use in Wales and beyond and are the preferred planning and performance management methodology for LSBs. Effective delivery of the single integrated plan requires the identification of a clear set of outcomes, indicators and performance measures by which progress can be evaluated. These should be clearly aligned with the Programme for Government tracking indicators – further guidance will be provided in the final guidance.

Performance management should not create a new bureaucracy but improve management and alignment of existing systems. The focus should be the constructive use of the information by partners to manage their collaborative performance and deliver results.

The LSB should publish a summary report once a year. This report should contain a balanced summary of delivery and its effectiveness over the previous year, recognising that cause and effect can be difficult to ascribe and external factors can

have a significant influence over outcomes. The key elements of such a report should include:

- Progress towards delivering the single integrated plan outcomes and improvements to the well-being of people and communities, including a summary of mitigating action taken to address negative developments.
- An account of the delivery of the information strategy; and of engagement with people and communities, particularly focused engagement around service redesign.
- A report on LSB governance and the processes it has in place to manage its own performance.
- An account of local authority scrutiny of the LSB and its members, and summary of relevant reports by the Inspectorates and Wales Audit Office.
- Changes to the plan for the following year.

The report should be published on the websites of all LSB members and promoted to elected members and community planning partners. It should also be submitted to Welsh Government as evidence of progress.

Scrutiny

The Local Government (Wales) Measure 2011 places a new requirement on local authority scrutiny committees to scrutinise designated public service providers (known as 'designated persons' in the Measure) in their area. A Ministerial Order will set out which service providers are to be so designated and therefore will be subject to local government scrutiny.

Designated persons will have to provide information to scrutiny committees, be required to attend meetings to answer questions, and respond to any reports or recommendations made by scrutiny committees. In this way, democratic accountability will be extended to the wider public service delivery partners, driving a culture of honesty and shared responsibility for outcomes.

Wider public service scrutiny will provide the necessary 'teeth' for elected members to hold both their own council and the LSB partners to account for their contribution to the common endeavour, as well as providing the necessary basis for the development of scrutiny which can provide accountability and challenge for regional decision making.

Another significant implication for LSB scrutiny concerns the provision enabling the formal establishment of joint scrutiny committees. This will assist local councillors to secure accountability across the collaborative regional footprint areas which underpin the Compact¹⁵ between Welsh Government and local government.

¹⁵ See <http://wales.gov.uk/topics/improvingservices/publications/compact/?lang=en>

Scrutiny invites and authorises the contributions of third parties and members of the public. This can help raise levels of public legitimacy, democracy and confidence in shared services. Plans should therefore be responsive to the needs and aspiration of citizens in their area.

Scrutiny should be used as a means to improve performance through evidence-based challenge. Whilst the scrutiny process can be an important tool in facilitating increased transparency and accountability, the relationship between scrutiny and the LSB is a two-way process: scrutiny cannot provide greater accountability for a partnership that is unable to account for itself.

Scrutiny will focus on the LSBs performance as a whole rather than concentrating on constituent agencies. It focuses on the added value brought about by collaborative working and how this translates to partnership performance and population outcomes. Multi-agency scrutiny can be a strong lever for improving delivery, across organisational and geographic boundaries. Developing a framework with clear shared objectives and milestones will help LSBs to evaluate and evidence their progress in delivering results.¹⁶

Inspection and Audit

The inspection regime is a mechanism for improvement and plays a vital part in ensuring that public services are accountable, effective and efficient. In respect of LSBs the main inspection, audit and regulatory bodies are the Care and Social Services Inspectorate Wales (CSSIW), Estyn, Healthcare Inspectorate Wales (HIW) and the Wales Audit Office (WAO).

Single integrated plans will form a core reference document for the Inspectorates and WAO to take into consideration when undertaking reviews of efficiency and effectiveness in local areas. They may test the robustness of single integrated plans by periodically selecting a sample for a self-evaluation and joint inspection process.

Also they may jointly review how single integrated plans are being developed, how outcomes and indicators have been determined, the quality of public participation and citizen engagement undertaken, and the robustness of arrangements put in place for performance management and scrutiny. They may also examine the degree and quality of collaborative working between the LSB partners, and their effectiveness in working together to develop, deliver and review their agreed outcomes. To measure effectiveness, in addition to looking at population outcomes, they may also seek evidence for impact on service commissioning processes i.e. whether commissioning is clearly linked to evidence of need and is becoming more strategic. This could include seeking evidence that partners have mainstreamed their single integrated plan commitments within their corporate management and planning processes.

¹⁶ Further details about these arrangements may be found at the Scrutiny Timebank website which contains additional information regarding LSB scrutiny structures and work programmes www.scrutinytimebank.co.uk

Outcome Agreements

Local government Outcome Agreements in their current form come to an end in March 2013. We will consider and consult further on whether there should be some link to the Single Integrated Plan post 2013.

CHAPTER 4: BUILDING A ROBUST EVIDENCE BASE

Introduction

Whilst there is an expectation from the Welsh Government that a single integrated plan should be underpinned by a single needs assessment, this should be viewed as part of a more innovative and thorough approach to evidence and analysis. An effective evidence base at local level should focus on drawing insight and intelligence from information, rather than evidence gathering *per se*, and should satisfy both the short-term demands for evidence to inform delivery and the longer term demands around evaluating effectiveness and impact.

Functions and benefits of a robust evidence base

A strong focus on evidence when preparing single integrated plans, particularly where the evidence base is sensitive to the issues at hand and the actions taken to mitigate them, will allow LSBs to become evidence-driven and more responsive to changing needs and priorities. More specifically, significant benefits would come about through, for example:

- Better collective understanding of local context through constructing baselines and historic trends (and ability to monitor change against those baselines).
- Looking beyond headline measures and indicators to widen and deepen understanding of issues (e.g. consulting research literature and relevant evaluation reports).
- Examining how and to what extent LSB activities contribute to population and public sector outcomes.
- Identifying the degree of influence and accountability the LSB and its constituent partners have over particular problems, as a means of prioritising and maximising impact.
- Developing a better understanding of performance and areas requiring improvement (through evaluating and monitoring processes).
- Using the Wales Accord on the Sharing of Personal Information (WASPI), where appropriate, to allow person-level intelligence to flow more freely between partners.
- Identifying risks, pitfalls and limitations (e.g. the risk of over-investing in approaches that are unproven or do not work) and opportunities.

Analysis and use of evidence

To realise the potential benefits outlined above, LSBs will need to extract maximum value from the evidence they have available, by asking the right questions of that evidence and structuring their analyses to address those questions. The sorts of activities this would entail include:

- Adopting outcomes-based methodologies (like Results-Based Accountability and its variants) that attempt to demonstrate causality and accountability.
- Stratifying data, where feasible, into relevant categories (e.g. vulnerable social groups, age groups, ethnic minority groups) to develop understanding of who is affected by particular social problems.
- Ensuring that for the whole area the needs of the groups covered by equality legislation are identified clearly, so that appropriate community wide action can be undertaken.
- Analysing evidence spatially (and to as high a resolution as possible), in order to develop understanding of where/to what extent social problems are concentrated or diffuse across neighbourhoods.
- Investing time in developing thorough evaluation frameworks that allow, or at least partly inform, assessment of effectiveness and impact.
- Modifying or expanding current data and evidence gathering to better support the LSBs evidence needs (i.e. collecting the information that is relevant and rationalising the information that is not).
- Using meta evaluation and evidence reviews to guide early thinking on new initiatives and approaches.
- Exploiting opportunities to innovate, for example exploring data linkages.
- Seeking out best practice and learning from it.

Single Needs Assessment

There is an expectation that the LSB will undertake a unified needs assessment which will replace the individual needs assessments that have previously been undertaken to inform specific plans. This should be an ongoing, dynamic process not simply a periodic snapshot of data.

The needs assessment process should be established to enable the LSB and planning partners to:

- Share the intelligence gathered from the single needs assessment.
- Segment data on 'need' to a neighbourhood level.
- Establish a clear set of priorities.
- Inform commissioning of services, in particular strategic joint commissioning at a local, regional or national basis.
- Assess impact of initiatives over time and identify what is working well.
- Continuously monitor the changing needs of the local population.

You may decide whether to adapt an existing assessment framework such as Joint Assessment Family Framework (JAFF) or CAF (Common Assessment Framework) or to create a new one from scratch.

Other sources of evidence

Whilst LSB partners hold (or can access) an extensive range and volume of evidence and have in-depth knowledge of its use and limitations, the following additional evidence sources are also useful and relevant:

- National Statistics from ONS and Welsh Government.
- Data from performance management systems (e.g. Ffynnon, InfoBase).
- Administrative data sources (e.g. benefits systems).
- Relevant survey information (e.g. citizen panels, service user questionnaires, national surveys).
- Inspection and audit reports.
- Annual Reports e.g. by Children's and Older Peoples' Commissioners', Directors of Public Health.
- Evaluations of projects, programmes and activities (with a view to exploring transferability of lessons).
- Evidence for best practice in effective service design from the Effective Services workstream of the Public Service Leadership Group.
- Empirical academic research.
- Existing data repositories such as Public Health Wales and Welsh Local Government Data Unit.
- In-depth qualitative information derived from interviews, focus groups, etc.

- Outputs from customer journey or participatory research (e.g. Kafka approaches).
- Anecdotal evidence (in the absence of anything more robust and with caveats on its usage).

The challenges

Achieving the vision set out here will bring challenges for LSBs, not only in relation to resourcing and technical considerations, but also in relation to organisational culture and how LSBs can foster the right attitude and commitment to becoming more evidence-focussed. LSBs will need to rely substantially on the commitment, expertise and resources of its members.

This entails some important considerations:

- Ensuring there is an effective information strategy in place to ensure the LSB has the resources it requires.
- Identifying and addressing skills and knowledge gaps in existing analytical resources (for example outcomes-based methodologies require particular skills and knowledge to implement them effectively).
- Ensuring alignment of corporate priorities (in individual partner organisations) with LSB priorities, facilitating the flexible distribution of analytical resources.
- The need to work across organisational and administrative boundaries, which could see:
 - Individual or small groups of LSBs producing Wales-wide analysis.
 - Small 'centres of expertise' forming around evaluation or outcomes-based planning.
 - A network for lead evidence practitioners in LSBs, facilitated / supported by Welsh Government.
 - Joint commissioning of evaluation or other analytical work to maximise value for money and minimise costs locally.
 - The need for LSBs to strengthen links with Welsh Government and ONS analysts, which will bring opportunities to influence analytical priorities and exploit the local opportunities that exist in nationally-commissioned research.

Further proposals will be produced in the first half of 2012 on strengthening the links between local needs assessment teams and Welsh Government researchers and analysts.

CHAPTER 5: PRINCIPLES OF INTEGRATED PLANNING

Introduction

There are a number of principles or themes which are the foundation of integrated planning. Embedding these principles in the design, development and implementation of the single integrated plan is essential for quality assurance.

Sustainable Development

Sustainable Development (SD) is the central organising principle of the Welsh Government.

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

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

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

Equality and Human Rights

The Equality Act 2010 requires all public authorities to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

All public authorities in Wales are required to set outcome-focused equality objectives by April 2012, to engage widely on these and other aspects of their work, and to collect and analyse equality data which informs their equality impact assessment, and objective setting.

It is essential that LSBs include – as part of their needs assessments – assessments and data on the basis of groups protected by the Equality Act 2010. These are:

- Age.
- Disability.
- Gender reassignment.
- Marriage and civil partnership.
- Race – including ethnic or national origin, colour or nationality.
- Religion or belief – including lack of belief.
- Pregnancy and maternity.
- Sex.
- Sexual orientation.

This will assist in understanding better the needs and barriers to participation of these groups, many of whom will be marginalised.

UN Convention on the Rights of the Child

The Welsh Government has adopted the United Nations Convention on the Rights of the Child (UNCRC) as the basis for all its work for children and young people.

The Welsh Government is committed to the centrality of the Convention and children's rights in all its work and the Programme for Government sets out a commitment to "continue to use the Seven Core Aims¹⁷ as the national framework for developing policy for children and young people." The UNCRC will continue to inform the development of legislation, building on practice established in the Rights of Children and Young Persons (Wales) Measure 2011.

A great deal of important work has been undertaken over the past decade in ensuring that the needs of children and young people are recognised and appropriate services provided, and that their voice is heard and their rights respected. A single integrated plan should build on this work with purpose, maintaining a strong focus on outcomes for all children and young people, with the UNCRC as the underpinning statement of principles upon which these outcomes are based.

¹⁷ 1. have a flying start in life and the best possible basis for their future growth and development; 2. have access to a comprehensive range of education, training and learning opportunities, including acquisition of essential personal and social skills; 3. enjoy the best possible physical and mental, social and emotional health, including freedom from abuse, victimisation and exploitation; 4. have access to play, leisure, sporting and cultural activities; 5. be listened to, treated with respect, and have their race and cultural identity recognised; 6. have a safe home and a community which supports physical and emotional well-being; 7. not be disadvantaged by child poverty.

Welsh Language

Under the Welsh Language Act 1993, it is mandatory for public bodies that provide services to the public in Wales, to prepare a statutory language scheme identifying how they will treat the Welsh and English language on the basis of equality. In preparing and delivering their single integrated plans, the constituent LSB members must ensure that they act in accordance with their individual language schemes.

Citizen Engagement

The national Principles of Public Engagement produced by Participation Cymru are Welsh Government endorsed and we would anticipate that these would be the principles adopted whilst engaging with your communities. A number of specific areas have developed additional principles specialising in engaging specific groups – such as the participation and engagement of children and young people – and LSBs should be at the forefront of best practice.

This is essential but not sufficient. Citizen engagement should go beyond participation in community planning. Citizen voice can be a powerful tool for understanding where system failings are occurring, where lack of coordination between service providers is wasting resources without improving outcomes, for redesigning services around people's needs, and for scrutinizing service effectiveness.

Insufficient use has been made of the voice of citizens and communities as a force for improvement. In designing their information and engagement strategies, and undertaking results based accountability, LSBs should focus with purpose on strengthening citizen voice in ways which go beyond consultation to high intensity, high impact engagement around the top issues and priorities.

In Conclusion – Rising to the Challenge

This is a challenging agenda, but it is essential that the challenge is faced together if we are to deliver better, more efficient services. Maximising the impact of resources across the public service and shifting cross public service collaboration to the next level, with a focus on prevention and vulnerable and disadvantaged groups will be essential if we are to improve the lives of Welsh citizens.

The Welsh Government believes that a step change in pace over the next 3 years will be critical, and that the Welsh public service must work together if it is to improve outcomes for people. LSBs will be at the heart of success, providing the driving force for change.

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		<p>4.36: The community strategy should be regarded as the overarching strategy for the local authority area, setting the overall strategic direction and priorities, which should then be reflected within the other statutory and non-statutory strategies.</p> <p>The community strategy should act as a force for integration and reduction in duplication across plans and partnerships.</p> <p>5.4: There is no statutory deadline for producing community strategies but ...They should be reviewed by the local authority and its community planning partners at least every four years to consider the progress made in meeting their objectives and actions.</p>			
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	<p>Implementation of Strategy) (Wales) Regulations 2007;</p> <ul style="list-style-type: none"> • Substance Misuse (Formulation and Implementation of Strategy (Wales) Regulations 2007. <p>Amendments to the formulation and implementation of strategy regulations</p>	<p>strategy group, and that the strategy group should prepare strategic assessments and partnership plans in relation to the reduction of crime and disorder and substance misuse in their area. In relation to crime and disorder, the strategic assessment is an analysis of the levels and patterns of crime and disorder in the area and the priorities the CSP should adopt to address those matters. The partnership plan sets out a strategy for meeting those priorities and how that strategy should be implemented by the CSPs.</p> <p>Amendments to the formulation and implementation of strategy regulations will:</p> <ul style="list-style-type: none"> • Remove the requirement for every responsible authority to appoint a member of the strategy group • Remove the requirements for 			
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	<p>Crime and Disorder Act 1998</p>	<p>strategy groups to have arrangements governing the appointment of a chair</p> <ul style="list-style-type: none"> • Remove the requirement that the group consider whether it has the requisite knowledge and skills • Retain the requirements for a three year partnership plan reviewed annually, but remove the prescription about when the 3-year cycle should start and finish <p>These amendments have been made in England, and are expected to come into force in Wales in November 2011</p> <p>Section 40 of the Crime and Disorder Act 1998 places a responsibility on local authorities to formulate and implement a youth justice plan setting out:</p>	<p>The youth justice plan must be produced annually</p>		
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		<p>(a) how youth justice services in their areas are to be provided and funded; and (b) how their youth offending teams are to be composed and funded, how they are to operate, and what functions they are to carry out.</p> <p>In formulating and implementing their youth justice plans, local authorities must consult with the police and probation services.</p>			
Children and Young People Plan	Children Act 2004	<p>The Children Act 2004:</p> <p>Section 25 places a duty on each local authority in Wales to make arrangements to promote co-operation between:</p> <p>(a) the authority; (b) each of the authority's relevant partners; and (c) such other persons or bodies as the authority considers appropriate,</p> <p>with a view to improving the well-being of children in the authority's area. These</p>	3 year planning cycle: 2011-14 (This and the HSCWB Plan guidance are considerate of the desire to align plans and timelines and the cross cutting nature of these and the Community Strategy)	Partnerships are non statutory but their activities in relation to education and youth services are inspected by Estyn. (They are the only non statutory partnership who are inspected)	

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		<p>“relevant partners” in turn have a duty to cooperate with the local authority.</p> <p>The relevant partners of a local authority are; police authorities and the chief officer of police; probation services; youth offending teams; NHS trusts; and the Welsh Ministers in relation to further and sixth form education in Wales.</p> <p>Section 25 also establishes the need for authorities (LA, LHB and NHS Trust) to appoint individuals responsible for Children & Young People Services. Children services authority (lead director for children and young people’s services).</p> <p>One member ‘lead member for children and young people’s services’.</p> <p>LHB must appoint a lead officer for children and young people’s services and a Board member who is not an</p>			<p>(Will need to liaise to ensure their priorities and actions are aligned to the single plan.</p>
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		<p>officer as a 'lead member'.</p> <p>Section 26 of the Act provides that local authorities must include the following information within their plans;</p> <p>(a) details of the arrangements that they have made to co-operate with their relevant partners etc;</p> <p>(b) their strategy under section 2 of the Children and Families (Wales) Measure 2010 (for eradicating child poverty) (see below); and</p> <p>(c) their scheme for the area under Part 1 of the Mental Health (Wales) Measure 2010 (which identifies the mental health treatment that is to be made available in their area and which identifies how they intend to secure the provision of mental health support services in their area).</p> <p>Section 28 of the Act establishes the regard to need to safeguard and promote the welfare of children and young people.</p>	<p>First full assessment required within a year of the duty coming into force in April 2008; with subsequent full assessments required at least every three years and kept under review in between main assessments. (Latest assessments submitted in 2011 and subject to annual update until next full assessment due in 2014.)</p>		
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	<p>Children and Young People's Plan (Wales) Regulations 2007</p> <p>Guidance on Children and Young Peoples' Plans (2007) complemented by Children and Young People's planning guidance 2011-14 (2011)</p> <p>Guidance on Children and Young People's Partnerships (2006)</p>	<p>The Children and Young Peoples Plan (Wales) Regulations 2007 (made under section 26 of Children's Act 2004) require local authorities in Wales to prepare and publish a plan setting out the partners' strategy for discharging their functions in relation to children and young people aged 0-25.</p> <p>Complementary guidance on the content etc of the CYP Plan was issued in August 2011 on additional planning required to meet child poverty duties in the Children and Families (Wales) Measure 2010.</p> <p>The timing for the production of the Plan is set out in the 2007 Regulations (regulation 5), alongside expectations of consultation (12 weeks), review and publication (regulations 6 to 7).</p>		<p>It is intended that working with partnerships that contribute to or impact on children's opportunities to play will be part of the LAs statutory duty under this section.</p>	
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	<p>UN Convention on the Rights of the Child</p>	<p>partners of the local authority for contributing to the eradication of child poverty. Section 6 lists those that are defined as a Welsh authority.</p> <p>Section 11 of the Children and Families (Wales) Measure 2010 places a duty on local authorities to:</p> <ul style="list-style-type: none"> • assess the sufficiency of play opportunities in its area for children in accordance with regulations (s11(1)). • secure sufficient play opportunities in its area for children, so far as reasonably practicable, having regard to its assessment under subsection (1) (s11(3)). <p>This section, and therefore the duties within this section, is yet to be commenced.</p> <p>Sets out seven core aims.</p>			<p>Are these built into statute yet? I know WG have signed up to them.</p>
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<p>Health social care and well being plan</p>	<p>NHS Wales Act 2006</p> <p>Health, Social Care and Well-being Strategies (Wales) Regulations 2003</p>	<p>Section 40 of the National Health Service Wales Act 2006 places a statutory duty on each local authority and Local Health Board to jointly prepare and implement a health, social care and well-being strategy for that local authority's area.</p> <p>The Health, Social Care and Well-being Strategies (Wales) Regulations 2003 require the local authority and local health board, when formulating and reviewing their strategy, to co-operate with, NHS trusts, Community Health Councils, Community Voluntary Councils supporting voluntary organisations in the area, the Welsh Government and any private, business, voluntary or other organisation which is concerned with or has an interest in the provision of health and well-being services to the local population. Regulation 7 provides that when formulating and implementing</p>	<p>The Health Social Care and Wellbeing Guidance aligns the plan to the CYPP three year cycle but explicitly states that this should not be a 'straight jacket'.</p> <p>The 2003 regulations provide for operative periods of the HSCWB Plans to be for 3 years with annual reviews by the local authorities and health boards and reports to Welsh Ministers (regulation 10).</p>	<p>Any partnership is non statutory</p>	
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	<p>Health Social Care and Well-being Strategy Guidance 2010/11 to 2012/13</p>	<p>Health Social Care and Well-being Plans, responsible authorities must have regard to and must co-ordinate and integrate the following plans;</p> <p>(a) Children and Young People’s Plans;</p> <p>(b) a plan for the provision of community care services under section 46 of the National Health Service and Community Care Act 1990 (setting out the authority’s plan for community care services); and</p> <p>(c) a plan for improving health under section 17 of the National Health Service (Wales) Act 2006 (setting out the strategy for improving the health of the people that they are responsible for and the provision of healthcare for such people).</p> <p>The initial guidance on the strategies (2003) said;</p> <p>4.2 Regulations governing the preparation of local Strategies do not prescribe the</p>			
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	<p>Mental Health (Wales) Measure 2010</p>	<p>establishment of a partnership or its composition. However, it is clear that a partnership approach will be required to formulate and implement the Strategy. The local authority and local health board should, where necessary, develop or enhance existing local partnership arrangements to ensure that their duties of co-operation and consultation are discharged in an open and inclusive way. Those with whom the local authority and the local health board must co-operate should be content with the partnership process used for strategy development.</p> <p>6.3 In accordance with the regulations it will be for local partners to determine the most effective relationships and processes for their local area.</p> <p>Section 2 of the Measure places duties on service</p>			
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		providers (Health Boards and Local Authorities) to act in a coordinated manner to improve the effectiveness of the mental health services they provide to an individual, and to agree a scheme (that is recorded in writing) which identifies the mental health treatment that is to be made available in their areas and for securing the provision of mental health support services in their area.			
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Other Statutory Partnerships

Statutory component	Legislation/Measure/Review	Duty	Planning Cycle	Partnerships	Additional Notes
Integrated Family Support Board (IFSB)	<p>Children & Families Measure (Wales) 2010</p> <p>Integrated Family Support Teams (Composition of Teams and Board Functions) (Wales) Regulations 2010</p> <p>Integrated Family Support Services: Statutory Guidance and Regulations</p>	<p>Section 61 of the Measure places a duty on local authorities to establish an Integrated Family Support Board. The IFSB must include the local authority's director of social services, or whichever other director is the lead director for children and young people's services, and the lead officer for children and young people's services in the local health boards.</p> <p>Local authorities can appoint other members to a board with the consent of the LHBs, and IFSBs can be established for more than one local authority.</p> <p>The Board is a statutory Board and its responsibilities are set out in the Integrated Family Support Teams (Composition of Teams and Board Functions) (Wales) Regulations 2010 and Chapter five of the statutory guidance.</p>		IFSBs are statutory boards	

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<p>Local Children Safeguarding Board (LSCB)</p>	<p>Children Act 2004</p> <p>Local Safeguarding Children Boards (Wales) Regulations 2006</p> <p>Guidance “Safeguarding Children: Working Together Under the Children Act 2004”</p>	<p>Section 31-34 of the Act places a duty upon local authorities in Wales to establish a Local Safeguarding Children’s Board.</p> <p>In accordance with section 31 of the Act and the 2006 regulations made thereunder, there must be a representative of the authority on the board (which must be either the local authority’s director of social services, or whichever other director is the lead director for children and young people’s services), together with representatives of each of the authority’s board partners.</p> <p>The required representatives of the board partners are; a police officer of at least the rank of inspector; the chief officer of, or an officer directly accountable to the chief officer of, the local probation board; the chief executive of, or an officer directly accountable to the chief executive of, a provider of offender</p>		<p>LSCBs are statutory boards</p>	
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		<p>management probation services; the team manager or deputy team manager of the youth offending team; the LHBs lead officer for children and young people’s services or an officer directly accountable to the lead officer; a registered medical practitioner and a registered nurse with responsibilities in relation to the protection of children in the LHB’s area; the NHS trust’s lead executive director for children and young people’s services or an officer directly accountable to that lead executive; the governor of any secure training centre in the area, the governor’s deputy or an individual of higher rank; and the governor of any prison in the area, the governor’s deputy or an individual of higher rank.</p> <p>The Sustainable Social Services in Wales paper (pg 27-28) notes the recent reviews into childcare and there is a commitment to set up a National Safeguarding</p>			
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		Board for Adults and Children. There is a commitment to reduce the LSCBs from 22, although officials will take advice from the Welsh Children's Safeguarding Forum who have a task and finish group reviewing the LSCB planning landscape.			
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Annex B

Frequently Asked Questions

As part of the policy development process, we undertook an independent internal review in order to ensure the policy is fit for purpose and that best practice in policy development has been followed. This document summarises the issues covered in the review.

Question	Comment
<p>How does <i>Shared Purpose – Shared Delivery</i>, the policy for single integrated plans, link with the wider strategic objectives of the Welsh Government?</p>	<p>Chapter 2 of the Programme for Government (PfG), Public Services in Wales, sets out the Welsh Government’s public service reform agenda, focusing on key themes of coherence, collaboration, leadership and simplification.</p> <p>Single integrated plans will help drive through this agenda in two ways:</p> <ol style="list-style-type: none"> 1) Supporting continuous improvement in our public services: “simplify our statutory partnership structures, removing the need for so many separate plans, needs assessments and committees” (PfG p.8); and 2) Securing effective collaboration between public services: “publish statutory guidance that will set out clearly what Ministers expect from local authorities and public service partners in respect of increasing effective collaborative activity” (PfG p.9). <p><i>Programme for Government, September 2011</i></p>
<p>How will this policy help local authorities and their partners become more efficient and effective?</p>	<p>This policy is focused on:</p> <ol style="list-style-type: none"> 1) Improving the collaborative planning process through the introduction of single integrated plans. 2) Ensuring that planning and delivery structures are fit for purpose by providing an opportunity for local government to streamline their partnership structures. 3) Strengthening local accountability, scrutiny and performance management through: <ol style="list-style-type: none"> a) the development of clear and measurable outcomes; b) linking single integrated plans to the successor to local authority Outcome Agreements.

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	<p>4) Developing a single needs assessment; sharing analytical capacity across partnerships, undertaking a single consultation and publishing a single plan will all help to reduce administrative costs.</p>
<p>What might impact on the implementation of single integrated plans?</p>	<p>Significant risks include:</p> <ul style="list-style-type: none"> • misalignment with the wider emerging programme of public service reform; • new requirements for plans and partnerships emerge from parts of Welsh Government; • uncertainty and delay before and after the local government elections in May 2012. <p>In mitigation, we will:</p> <ul style="list-style-type: none"> • define a more strategic role for LSBs within the local, regional and national delivery model; • continue to work closely with Welsh Government departments and monitor new policy developments; • in separate guidance on scrutiny, articulate the role of elected members in improving local accountability.
<p>How is the Welsh Government supporting local authorities and their partners to implement this policy?</p>	<p>Following extensive engagement and consultation with stakeholders, the Welsh Government will publish guidance setting out clear expectations in relation to the process for developing a single integrated plan, its contents and relationship with the Programme for Government, how statutory duties can be met and accountability for translating priorities into delivery.</p> <p>Welsh Government provides funding to LSBs to implement this policy through the ESF Development and Priority Delivery Project and through the LSB Development Grant. Funding can also be accessed through other mechanisms, such as Invest to Save.</p> <p>The Welsh Government can also provide access to training in Results Based Accountability Training (RBA) for LSB members and support staff through our Ffynnon partners.</p>

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	<p>In 2012 we will also explore options for developing and supporting learning networks with a focus on strengthening analytical and performance management skills.</p>
<p>Who has been engaged or consulted on delivery issues, and what did they say?</p>	<p>Prior to formal consultation, we have engaged extensively with external stakeholders including local service boards, local authorities, local health boards, the police, fire and rescue services, the third sector, the Children’s Commissioner, Children and Young People Partnerships coordinators, the Wales Audit Office, Environment Agency Wales, Countryside Council for Wales, Welsh Local Government Association.</p> <p>The policy direction has received widespread and positive support, in particular the focus on outcomes which is being increasingly adopted as the preferred planning approach across the public sector. The policy also draws significantly on lessons learned from early exemplars of integrated planning in Cardiff and Powys.</p> <p>The principal concerns have focused on ensuring that there continues to be a strong focus on children and young people, on providing a voice for young people and advocacy of their needs, and that the good practice developed over the past decade should not be lost. This has been factored into our draft guidance.</p> <p>We have also engaged very widely with Ministers, Welsh Government policy departments and the inspectorates (CSSIW, Health Inspectorate Wales, and Estyn). The UK Government Home Office has been kept informed.</p>
<p>Will this policy enable local authorities and their partners to meet their statutory duties in relation to the following:</p> <ul style="list-style-type: none"> • Community Strategy • Children & Young People Plan • Health Social Care & Well-being Strategy • Child Poverty Action Plan • Community Safety Strategy? 	<p>Yes. Single integrated plans may be used to discharge a wide range of duties on local authorities and partners under a number of pieces of legislation, as set out in the guidance.</p>

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<p>Who has completed the process of developing a single integrated plan?</p>	<p>Cardiff, Powys and Denbighshire have all drafted single integrated plans based on an outcomes approach. Their specific approaches show adaptations to local circumstances and they are at different stages in developing the supporting performance management systems.</p> <p>Cardiff and Powys have produced 'lessons learned' documents which are available to help other LSBs develop their single integrated plans.</p>
<p>When do single integrated plans and streamlined partnerships need to be in place?</p>	<p>Single integrated plans should be in place by April 2013, replacing existing separate plans.</p> <p>Simplifying partnership structures can begin immediately, especially rationalising second and third tier partnerships. A number of areas have already begun this work and there are clear opportunities for sharing good practice between LSBs. Some LSBs have found it useful to complete their initial outcomes based planning before designing a fit for purpose partnership structure.</p>
<p>How prepared are LSBS and their partners to deliver?</p>	<p>There is good evidence that a number of local authorities are taking a more strategic approach and restructuring their current partnership support arrangements, making best use of existing skills to accelerate integrated planning. This is good practice but is not seen in all areas.</p> <p>We have found a mixed picture regarding capacity and skills within local authorities to support and deliver rich evidence for the purposes of understanding need, the citizen experience and service quality. There seems to be an over-reliance on a small number of data sources and insufficient use of workforce and citizen engagement in a purposeful way. Evidence for the pooling of analytical resources across public sector organisations to improve the evidence base is also extremely patchy. We will explore options for establishing learning networks to broaden innovation and expertise in this area.</p> <p>We also feel that there are capacity and skills issues in some areas linked to outcome based planning, and performance management. While some of this could be resolved through amalgamation of existing resources into a single support structure, we are also proposing to refocus the LSB grant for 2012/13 onwards to explicitly support capacity and skills development.</p>

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<p>How Welsh Government we know that the implementation of the policy has been successful?</p>	<p>Success will be measured in a number of ways;</p> <ol style="list-style-type: none">1) Demonstrating Welsh Government is delivering the Programme for Government.<ol style="list-style-type: none">a. The number of statutory plans required by the Welsh Government from public service partners and produced by 2014;b. The number of local authorities that rationalise their partnership structures. (Programme for Government, Chapter 2, Tracking indicators)2) Plans demonstrate strategic outcomes based on evidence of need and have a clear impact on the design and commissioning of services by the local public service:<ol style="list-style-type: none">a. LSB agendas are consistently informed by evidenceb. LSBs to focus on a smaller number of strategic priorities and take responsibility for driving and authorising change, including allocation of resourcesc. LSB members are held to account for improvement through performance management and scrutiny.d. Population outcomes improve.
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