

**FLINTSHIRE COUNTY COUNCIL**

**REPORT TO:**           **CABINET**

**DATE:**                   **TUESDAY, 18 SEPTEMBER 2012**

**REPORT BY:**           **CHIEF EXECUTIVE**

**SUBJECT:**               **COMMUNITY STRATEGY AND LOCAL SERVICE BOARD -  
MID YEAR REVIEW**

**1.00   PURPOSE OF REPORT**

1.01   To seek endorsement of the ongoing work of the Flintshire Local Service Board (LSB).

**2.00   BACKGROUND**

2.01   The Flintshire LSB was established in 2008. Its remit is to focus on five main areas:

- Effective and trusting partnership relationships as a set of local leaders.
- Discharging the responsibilities of the LSB - this includes producing a meaningful and fit for purpose Community Strategy.
- Consistent and effective governance and performance of strategic partnerships, e.g., Community Safety Partnership, Health, Social Care and Well Being Partnership, Children and Young People's Partnership and Regeneration Partnership.
- Identifying common issues as public bodies/employers.
- Promoting collaboration in the design and provision of local public services to make best economic use of local partner's resources, such as people, money, assets and technology.

2.02   Working alongside the Flintshire Local Service Board (LSB) are eight key Strategic Partnerships:

- Children & Young People's Partnership
- Community Safety Partnership
- Flintshire and Wrexham Local Safeguarding Children Board
- Flintshire Housing Partnership
- Health, Social Care and Well-being Partnership
- Regeneration Partnership
- Voluntary Sector Compact
- Youth Justice Board

2.03   These Strategic Partnerships exist for a number of reasons:

- Statutory provisions i.e. Children and Young People's Partnership; Community Safety Partnership; Health, Social Care and Well-being Partnership; Local Safeguarding Children Board, Youth Justice Service.
  - National agreement e.g. Voluntary Sector Compact.
  - Local agreement to ensure a more strategic and integrated approach, e.g. Regeneration Partnership, Housing Partnership.
- 2.04 The statutory requirement for the development of a Community Strategy on a partnership basis for the whole County of Flintshire was described to Members in the report presented to and endorsed by Executive on 17th February 2009. Subsequently, the Community Strategy was formally adopted by Flintshire County Council on 30<sup>th</sup> June 2010.
- 2.05 The Community Strategy Work Plan is based around the issues, challenges and risks identified by the 'County Vision'. The Flintshire Local Service Board (LSB) identified carbon reduction and the impact of poverty and its associated disadvantage within the County as key issues to be tackled collectively. The last update on these projects was given to the Executive on 15th November 2011.
- 2.06 In October 2011, the Flintshire LSB agreed a programme of work to refresh its priorities. This included a review of:
- a. Our performance in the 4 areas of work that form the national Effective Service for Vulnerable People (ESVP) Programme.
  - b. Our progress in achieving our Flintshire County Vision.
- 2.07 The work was supported by the Strategic Partnerships in Flintshire through the LSB Support Team. This is a 'virtual' team that brings together:
- Strategic Partnership Coordinators including the LSB
  - Communities First Senior Coordinator
  - Head of Planning Policy (in relation to Local Development Plan)
- 2.08 The Team was established in 2008/09 to support the LSB by:
- Acting as a 'Clearing House' for the LSB and assist in 'clearing the fog' within the overall strategy system, i.e., filters relevant issues to support the LSB.
  - Identifying and assessing citizen / community focussed issues and channel them into the LSB where appropriate.
  - Building upon and consolidating its existing intelligence and knowledge management functions including policy developments and their implications for well-being both within and across partnership themes and 'pick-up' on emerging issues.
- 2.09 By working in this way, there is a more team based approach to supporting the LSB and the strategic partnerships that is joined-up, has greater shared understanding of issues, reduces duplication, etc. In addition, the LSB have provided a mandate that is supported by the 'source' partnerships (and their associated partners) to enable the LSB Support Team to

undertake its role.

### **3.00 CONSIDERATIONS**

#### **Reviewing Our Performance against the Effective Services for Vulnerable People (ESVP) Programme**

3.01 Welsh Government has supported the establishment of the national Public Service Leadership Group (PSLG). This Group seeks to provide leadership for public service reform and collaboration, and to drive the pace of improvement in public services of Wales.

3.02 One programme of work led by the PSLG includes the Effective Services for Vulnerable People (ESVP) programme. This work is focused on developing new ways of delivering public services that have the potential to make a difference to peoples' lives at the same time as making better use of public money.

3.03 The programme focused on 4 'big' issues in which it was generally accepted that more needs to be done to find and promote new ways of working. These are:

- Promoting independent living and wellbeing;
- Improving the life chances of families, particularly those with complicated and interrelated needs;
- Improving the education, training, and employment prospects for young people; and
- Improving services for vulnerable people, with an early focus on those suffering domestic abuse.

3.04 The review commenced in November 2011 and Stage 1 incorporated:

- An overview of the 4 case studies from the ESVP Programme.
- An overview of key activities in Flintshire in relation to these models.
- A proposed approach to address performance 'gaps'.

3.05 LSB leads and Strategic partnerships were identified to take forward Stage 2 of this work. This included:

- A review of current performance in Flintshire.
- A judgement (RAG status) on how we are currently performing.
- Actions to further improve performance.

3.06 Generally, the LSB agreed that we should establish opportunities for greater partnership working and information sharing to further progress work in each of these areas. With this in mind, Stage 3 is now focusing on developing and implementing actions to improve performance.

#### **Reviewing our progress in achieving our Flintshire County Vision**

3.07 The review of the County Vision commenced in January 2012. The County Vision has five themes and each theme has a number of priorities. The

LSB Support Team reviewed each priority using the following questions:

- i. In working towards each priority, from a partnership perspective what would success look like?
- ii. To achieve that level of success, what actions could we take where working in partnership would make a positive impact?
- iii. What measures would we use to demonstrate progress?
- iv. What are the key partnership actions that have been undertaken to date to support the achievement of the priority?
- v. What future actions do we need to undertake? This included action required to shift our performance.

3.08 At the LSB in April, a summary of the above was presented and all attendees were asked to allocate a performance judgement (using a RAG status) for each priority using the following as criteria.

- RAG Now - This is our performance in relation to how we are currently progressing on delivering the priority.
- RAG Future - This is our level of confidence in relation to our ability to improve performance in delivery of this priority.

3.09 Upon completion of this, it was agreed that there was a need to review and refresh the County Vision priorities as:

- Many aspects of the existing County Vision are being actively and successfully progressed.
- Many areas of work have changed as a result of restructure, changing legislation, changing funding, regionalisation, etc.
- The LSB should focus on rationalising the themes and sub-themes so that it can focus on a small number of key priorities where a partnership approach would add value and be more important.
- In establishing priorities, we should ensure that there is a balance between what we have got to do and what we aspire to do.
- Need to develop so that partners can focus their resources on delivering priority work areas, as appropriate.

### **Our LSB Priorities- Bringing the Review Together**

3.11 It was agreed that the LSB would have a small number of key priority areas in which LSB Partners have a shared interest and where a high level partnership such as the LSB is needed to lead and influence change. These key priority areas would become the LSB work programme.

3.12 Priorities will be classed as 'primary' and 'secondary':

- The primary or top priorities are the ones the LSB will concentrate on.
- The secondary priorities would be those supporting priorities which are the top line for the specialist partnerships.

3.13 The two fit together to provide a coherent vision with responsibilities for who

leads what (the LSB or a specified partnership) set out clearly. The models of service delivery (ESVP) would be woven into this according to what we think needs to be done.

- 3.14 In July 2012, the LSB agreed the priorities using this approach – see Appendix A. Statements of Ambition for each of the priorities are now being developed. These will provide an outline of what we want to achieve, what we want to change and why.

### **Carbon Reduction and Adaptation**

- 3.15 The Carbon Reduction and Adaptation Planning project has been running since 2009 and the Statement of Ambition includes:

- Achieve an 80% reduction in carbon emissions by 2050 with a year on year reduction of at least 3%.
- Understand and respond to the effects of climate change on our communities, working environments, way of life and well-being.
- Become a low carbon county as well as reducing our broader ecological footprint, this goes beyond addressing the impact of carbon emissions alone.

Progress on each of these are as follows:

#### Achieve an 80% reduction in carbon emissions by 2050 with a year on year reduction of at least 3%

- 3.16 The production of carbon for the period of 2010/11 was 24,305,005 tonnes and the total for 2011/12 is 21,226,683tonnes, resulting in a 12.67% emission reduction. This exceeds the expectation of the target of a 3% year on year, but does reflect a warmer winter period.

- 3.17 The difficulty will arise next year when the target set out in the Strategy and the Outcome Agreement is for a 3% reduction year on year. Indications for the first quarter of 2012/13 are that consumption is higher than the previous year.

#### To understand and respond to the effects of climate change on our communities, working environments, way of life and well-being

- 3.18 Climate Change adaptation still appears to a difficult concept, particularly with the need for long term planning considerations and the potential outcome of activity approved now which could compromise future goals and aspirations. To help with this the following keys tasks are being undertaken:

- Development of a draft Framework is being progressed in partnership with WLGA as part of the support provided for the initial pilot project Changing Climate: Changing Places. This framework is attached for approval and comments
- Shaping of a Climate Change Adaptation Plan - There is a knowledge and information gap in moving forward with the Climate Change Strategic Shared Risks. This is because there has never been a need

to consider 'future proofing' of financial spend, community risk or the need to ensure a fully inclusive, integrated outcome. Evidence base has always been historical, whereas to determine the needs for Climate Change Adaptation is to be able to understand and interpret predictions and probabilistic data.

- Research is being commissioned to help determine the 'pressure points' of the climate change impact with 'tipping points or thresholds' for Infrastructure: Roads or Infrastructure: Assets, or both should budgets permit. This would provide a 'blue print' for other risks.
- Prioritising/Testing Adaptation Solutions of the Risk is being developed by risk and business managers – this will help focus on the adaptation solution and confirm the adaptation proposal's suitability to deliver benefit over a long period of time.

To become a low carbon county as well as reducing our broader ecological footprint, this goes beyond addressing the impact of carbon emissions alone

- 3.19 There is no major progress to report, many of the proposals for the Greenfield, Holywell project are in early stages of negotiation with partners and the community.

### **Maximising Opportunity - Preventing and Reducing Poverty and Disadvantage in Flintshire**

- 3.20 This project focuses on benefit, debt and housing advice; affordable credit, and; financial literacy. The key focus has been to identify: current benefit, debt and housing advice services in the County provided by the local authority and the voluntary sector; the local and national factors that are and / or will impact on demand for these services, and; opportunities for efficiencies in advice provision. This is of particular significance given the anticipated implications of welfare reform.

- 3.21 The key drivers of this project include the need to:
- Map the provision of existing benefits advice provision in Flintshire and identify opportunities for efficiencies in advice provision amongst the voluntary sector and its Partners (including the local authority).
  - Develop a more strategic, co-ordinated and collaborative approach to planning and delivery of advice services.
  - Complement other service development opportunities, for example, Flintshire Connects 'One Stop Shops', Voluntary Sector Efficiencies including Voluntary Sector Funding Principals, Families First including supporting Child Poverty Strategy for Wales, etc.
  - Respond and adapt to changes in legislation and funding, in particular the programme of welfare reform.

- 3.22 The Team working on the project includes the Chief Executive Flintshire Citizens Advice Bureau (FCAB), Lead Officers from each Directorate of Flintshire County Council and the North Wales Financial Inclusion Champion. The Team is known as the 'Flintshire Advice Management Board' (FAMB) – Core Group.

3.22 The work is being progressed with the aim to present recommendations that will reduce duplication, make better use of resources, improve access to services for the customer and realise cash savings.

3.23 At the LSB meeting in January 2012, four options for the development of this area of work were considered:

- OPTION 1 - Maintain status quo
- OPTION 2 - A 'virtual' team to provide service
- OPTION 3 - A single team to provide service
- OPTION 4 - Commissioning arrangements including potential to outsource

The LSB confirmed its support for building on a combination of both options 2 and 3 with the view that the aim would be to achieve Option 3.

3.24 The focus of the work has been on:

**Clearing House Role** – Several posts have been brought to the AMB for discussion. It has been agreed that posts would only be considered where advice was a primary responsibility. This remains a developmental area for the AMB.

**Framework Strategy** – A draft Advice Strategy is being developed.

#### **Partnership Working**

- Developing the Single Gateway (Universal Referral Arrangement) Pilot – This commenced on 17<sup>th</sup> October 2011 and focused on the application forms for Discretionary Housing Payments (DHP). Completed forms are used to identify customers that could benefit from further advice services and a single gateway service applied.

A review of the pilot is being undertaken prior to it being rolled out further.

- Developing a Single Home Visits Policy - A draft policy is being developed. Detailed process mapping has been undertaken to model different approaches.
- The Advice Network was launched on 20<sup>th</sup> October 2011. Since then two further network events have been held.
- Information Sharing – An Information Sharing Protocol (ISP) has been developed in line with the Wales Accord for Sharing of Information Protocol (WASPI) to support the work being undertaken to pilot the Single Gateway.
- Discussions with the North Wales Credit Union and All Flintshire Credit Union to identify opportunities for working together have taken place.

#### **Partnership Governance Framework**

3.25 The Self Assessment established as part of the Partnership Governance Framework has now been undertaken by all Strategic Partnerships. This

information is being used for the project being undertaken corporately on a Flintshire Self Assessment.

#### **Flintshire LSB Conference**

- 3.26 The first Conference has been scheduled for 21<sup>st</sup> November 2012. The purpose of this conference will be to show our commitment to these priorities and to celebrate our successes from partnership working.

#### **4.00 RECOMMENDATIONS**

- 4.01 That Cabinet support and endorse the ongoing work of the Local Service Board as outlined in this report.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 There are no financial implications directly associated with this report.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 There are no anti poverty implications directly associated with this report.

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 There are no environmental implications directly associated with this report.

#### **8.00 EQUALITIES IMPACT**

- 8.01 There are no equalities implications directly associated with this report.

#### **9.00 PERSONNEL IMPLICATIONS**

- 9.01 There are no personnel implications directly associated with this report.

#### **10.00 CONSULTATION REQUIRED**

- 10.01 There is no requirement for consultation to be undertaken in relation to this report.

#### **11.00 CONSULTATION UNDERTAKEN**

- 11.01 There was no requirement for consultation to be undertaken in relation to this report.



## **12.00 APPENDICES**

12.01 Appendix A – LSB Priorities.

### **LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS**

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