



Making the Connections - Local Service Boards in Wales

A prospectus for the first phase 2007-2008

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Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Local Service Boards in Wales: a prospectus for the first phase 2007-08

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The Welsh NHS Confederation
Welsh Local Government Association (WLGA)
Society of Local Authority Chief Executives

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A policy gateway session was held with colleagues from across the Welsh Assembly Government (see Annex).

Introduction

1. This consultation paper sets out how the Welsh Assembly Government intends, with its Welsh public service partners, to take forward the establishment of Local Service Boards across Wales, and the development of Local Service Agreements between the Boards and the Government.
2. Local Service Boards are not new organisations, but local leadership teams, pulling together all the partners to agree joint action to achieve better outcomes for citizens where this depends on working across organisational boundaries. Boards will have a direct relationship with the Welsh Assembly Government, through Ministers and senior officials.
3. Local Service Boards will develop from the Local Strategic Partnerships which already exist in each local authority area, but with a much stronger remit to agree and deliver joint action, moving from citizen-focused analysis to service change.
4. As part of this consultation, we are inviting Local Strategic Partnerships to submit expressions of interest in being one of an initial set of development projects to work with us through 2007-08, in an action learning approach to the development of Agreements and the role of the Board in managing them.
5. Therefore, this paper does two things:
 - invites views on the role, form and function proposed for Local Service Boards – to reach us by 2 April 2007;
 - invites expressions of interest from Local Strategic Partnerships in becoming one of the Local Service Board development projects for 2007-08 – to reach us by 8 March 2007.

Background

6. The context is the review of local service delivery, led by Sir Jeremy Beecham and published in July 2006, and the Welsh Assembly Government's response, *Making the Connections: Delivering Beyond Boundaries*, published in November.
7. The message from the Beecham review was that the Welsh Assembly Government's approach to public service reform, *Making the Connections*, is right for Wales, but must be taken further and faster. The review signalled the potential for a new form of delivery partnership between the Welsh Assembly Government and local delivery partners across sectors.
8. The Welsh Assembly Government's response includes a commitment to 'engage with all parts of the public service to establish Local Service Boards (on a local authority area basis)' and to 'work with Local Service Boards to develop, initially in selected areas, Local Service Agreements on service improvement'.

9. In the spirit of engaged leadership, this consultation paper does not prescribe the complete detail of what these Boards and Agreements should look like. Instead, it proposes some key elements of their role, form and function, recognising that the model will be tested by the development projects, discussed below, and shared with the other areas throughout the first year. The aim is to learn from experience, recognising that local areas will develop differently, reflecting their particular context and delivery pressures.
10. Boards will be established initially on a voluntary basis, building on the widespread support for the model, and the analysis on which it is based. The proposals in this paper have been built up through extensive discussion, involving many stakeholders, and reflect learning from England and Scotland. The national partners support the concept of Local Service Boards, and Local Service Agreements, as a necessary and logical step forward from local strategic partnerships, community strategies and policy agreements.
11. We aim to develop a framework for engagement by the partners which is both enabling and robust. We plan to introduce a duty on local service bodies to co-operate, and will consider a wider supporting legal framework for Local Service Boards, in the light of the experience of the first development phase.

Purpose

12. The purpose of establishing Local Service Boards is to strengthen local public service leadership so that it can tackle fundamental and unmet challenges from a citizen, not a sector, perspective.
13. The purpose is also to create the conditions in which this enhanced local leadership can be more effective, including by developing a new relationship with the Welsh Assembly Government, in order to facilitate the removal of bureaucratic or other obstacles to improved local service performance.
14. The aim is to make substantial progress in tackling the three factors: culture, capacity and complexity, which the Beecham analysis identified as barriers, in all parts of the public service, to ambitious service improvement in Wales.

What are Local Service Boards?

15. The Local Service Board is the local leadership team, comprising elected, appointed, executive and non-executive members of the statutory authorities, the voluntary and private sectors, and other key stakeholders, working as equal partners and taking joint responsibility for connecting the whole network of public services in an area. The Board will agree, and ensure delivery of, a set of priority joint actions to achieve this. These actions will be expressed in a Local Service Agreement signed by the partners and the Welsh Assembly Government.
16. A senior official from the Welsh Assembly Government will work with each local leadership team to support local improvement and help remove barriers within the Government itself, as discussed below.

17. Local Service Boards are not new, separate organisations – they are a means of agreeing joint action by the relevant bodies. The aim is to develop the existing Local Strategic Partnerships to enable them to have greater impact in achieving better outcomes for citizens through more effective delivery of the Community Strategy.
18. Their work should be open and transparent, and reported to the public in the context of a national programme to improve access to information about performance of public services in Wales, to be co-ordinated by Performance Wales, as set out in *Delivering Beyond Boundaries*. This will include an annual report, at national and local level, pulling together the performance of key services from the citizen's perspective. The work should be driven by the critical success factors identified by Beecham: citizen focus, partnership, performance and delivery.
19. The key driver should be the citizen, as individual, family member, service user or member of community or other groups whose voice, needs and aspirations should guide the design and delivery of services.
20. As public service organisations in Wales move to more collaborative models of delivery across geographical areas with, for example, more regional commissioning within sectors, the role of citizen-focused leadership at local area level becomes ever more crucial. The Local Service Boards provide the capacity to achieve this across public services, devolved and non-devolved, including through a strategy for engaging with citizens and communities coherently at area level.

Roles and responsibilities of the Local Service Board

21. The Board will work on critical issues - where services need to work better together across sectoral or organisational boundaries, to integrate services and respond more effectively to citizens' needs. The role is to ensure concerted and collective leadership across public services, in areas of critical importance for the locality. The role is not to oversee any individual service, but to ensure an effective whole-system response to the needs of citizens.
22. For example, where a service is delivered by a range of different organisations, the Board may develop changed patterns of working in their constituent organisations, to ensure the delivery of seamless, citizen-centred services which address the root causes of persistent and fundamental problems.
23. The Board will facilitate the best use of the resources available to the partners to achieve this, for example, by seeking to create new models of delivery by pooling resources, aligning services better across sectors, or setting up joint arrangements to provide a range of services to a particular group.
24. The Board will ensure that there is effective citizen engagement across sectors, for example by working to develop a consistent strategy for engagement and dialogue with all citizens including: children and young people, older people, people with disabilities, people of different cultures and orientations, people who

speak Welsh and people who are vulnerable. It will need to draw on the best work of each of the partners in fulfilling the commitment to a bilingual Wales, the statutory equality duties and best practice on customer service.¹

25. It will also need to develop a shared approach to workforce engagement, to ensure that proposals benefit from the experience of front-line staff, and that staff representatives are fully involved in developing proposals and implementing change. The Assembly Government's national workforce forum developed with TUC Wales to support Making the Connections will provide the national context for this.
26. The priorities that Boards choose to tackle will reflect local citizen and community concerns, the experience of staff, evidence of local performance and the national priorities set out by the Welsh Assembly Government. The programme for action will develop over time but is likely to include issues such as:
- how to ensure the best use of all the resources available to the partners to improve services and outcomes for citizens;
 - how public services can co-operate more effectively to respond to strategic issues requiring a cross-agency response, such as services for children and young people, and tackling homelessness and poor mental health;
 - how to ensure a personalised and preventative service for individuals and families experiencing multiple disadvantage, including identifying and responding creatively to the hardest to reach;
 - how services can work more effectively to meet the support needs of older people and others needing continuing care;
 - how different agencies can co-operate on a small area basis to improve the social and physical environment;
 - how agencies can work together to promote more ambitious action on public health, and fulfilling the statutory duties of promoting equalities and sustainability, both as employers and major contractors in an area.
27. In addressing such issues, the role of the Board will include ensuring that arrangements for commissioning or managing particular services at regional level are working effectively at the local level - to create a seamless network or pathway of services delivered around the needs of the citizen and the community.
28. The challenge for Boards will be to forge a manageable, agreed programme of work which captures the priorities for adding value to the delivery of the Community Strategy. The Local Service Agreement will offer the discipline for this, as discussed below. Some issues will need to be addressed across two or more Local Service Board areas – this could be encapsulated in a joint component of their Local Service Agreement.

¹ see *Making the Connections: Core Principles on Customer Service*
makingtheconnections@wales.gsi.gov.uk.

Question

Does this definition of the roles of the Local Service Boards provide a clear and workable mission for 2007-08?

The Local Service Agreement

29. The priorities for each area will be expressed in the Local Service Agreement. The form and scope of the Agreement will be tested in the development projects, discussed below, but its purpose is to provide jointly-owned discipline and outcome focus. Experience from England suggests that there will need to be a balanced approach, including both direct service outcomes, and indirect, capacity building measures.
30. The Agreement will need to include a balance between those issues which are identified by evidence of the local citizen experience, and those identified by the Welsh Assembly Government as being of national significance.
31. There will be a need to limit the number of priorities which Boards address, and we invite views on how to achieve this. One way might be to suggest that, in a period of 2-3 years, the Local Service Agreement should embody 2-3 local priorities, complemented by 2-3 following discussion with the Welsh Assembly Government. One or more priorities could be jointly owned with another Local Service Board area, and expressed in both Agreements.
32. For example, the first stage of preparing the Agreement will be for the Board to consider:
- on the evidence currently available – what are the key cross sector delivery issues that we need jointly to address?
 - what are the actions that we need to take to raise public service performance in responding to those issues, including for example increasing the capacity, expertise or learning within the responsible delivery partnership?
 - what are the indicators against which we need to measure performance that should be included in the Agreement?
33. During the development phase, the Performance Wales team will be looking at how to help Local Service Boards pull together the evidence of the current performance frameworks across sectors in an integrated summary of service performance in their areas. This work will support, and provide the context for, the Local Service Board development projects, drawing on existing indicator sets, including, for example, shared outcome measures, the Wales Programme for Improvement measures, and the NHS Service and Financial Frameworks and the Balanced Scorecard.

34. The balance between:

- cross sector measures
- service specific measures
- measures of local importance
- measures of national importance

to be contained in the Local Service Board and Performance Wales reporting framework, will be tested as part of the development process.

Question

How can we ensure that the Local Service Agreement forms a broadly based partnership work programme, but is also sufficiently narrowly drawn to ensure discipline and effective action?

Leading the partnerships

35. Boards will not be able to address every cross-cutting issue, and will need to ensure that they are adding value to existing structures, and particularly to the work of the delivery partnerships for:

- Health, Social Care and Wellbeing
- Children and Young People, and
- Community Safety.

36. The role of the Board is not to duplicate their work, but to provide challenge and support from the citizens' perspective, and identify if, and how, it needs to intervene – for example by tackling barriers to delivery, raising ambition or enhancing capacity and expertise.

37. This will be achieved through co-ordinating and streamlining the network of partnerships in an area, and managing it more actively where performance indicates that this is required.

38. For example, a key area of concern in some parts of Wales is the effectiveness of services, across sectors, in responding to the needs of people requiring long term care, including arrangements for admission and discharge into acute care. This is the responsibility of the Health, Social Care and Wellbeing Partnership, overseeing the health and social care commissioning arrangements.

39. Where these arrangements are not achieving their potential, the role of the Board will be to take responsibility for addressing the barriers – for example by drawing in new forms of expertise, analysis or capacity development. The expected outcomes would form part of the Local Service Agreement, discussed below, with delivery managed by the lead partnership, challenged and supported by the Board.

Question

How should the Local Service Boards be positioned in relation to the delivery partnerships to ensure that they add value and help the partnerships be more effective?

Timetable

40. *Making the Connections: Delivering Beyond Boundaries* set out the following timescale:

- 2007-08: process of creating Local Service Boards begins in all local areas, with development projects in a small number;
- 2010: Local Service Agreements in place in all areas.

41. We envisage rolling out the development projects in phases, with the Phase 1 development projects underway in 2007-08, and subsequent phases expanded as rapidly as feasible in the light of the experience of the first phase.

Initial development of Local Service Boards in 2007-08

42. The rationale for identifying a small number of development projects is to enable those areas and the Welsh Assembly Government to participate in a process of system design and learning that will improve the model for the benefit of the whole public service in Wales. The prospectus for the development projects is set out below.

43. Local Service Boards in development areas will be supported in moving rapidly to agree a Local Service Agreement, to test process and governance issues (discussed below), drawing on expert support capacity as required, and sharing learning with other areas. We envisage creating Board learning clusters around the development areas, based around the Spatial Plan areas, as well as all-Wales development opportunities.

44. We will encourage the other Boards to make progress on cross-cutting delivery issues. They will not be expected, in the first year, to agree a Local Service Agreement with the Assembly Government, but they might well identify a shared set of priorities for delivery by the partners locally. They will have opportunities to contribute to the development process through the learning clusters. They will also be able to develop their partnership infrastructure, and to consider whether to apply to be a development area in 2008-09.

Question

How do we achieve an action learning model for the implementation of the Local Service Boards across Wales, including creating effective networking to spread the learning from the development projects?

Culture and models of leadership

45. The Boards will consist of individuals who are already themselves leaders in their own organisations. The challenge will be to find ways of working together as the local leadership team, in which no partner is dominant, and which allows the creation of an Agreement which adds value for citizens.
46. This will mean building on the characteristics of collaborative leadership already evident in some parts of Wales, including:
- a willingness to transcend organisational interests in the interests of better delivery for citizens;
 - a willingness to consider new ways of providing services, including an increasingly mixed economy of provision, with the potential for a greater role for the third sector in delivery;
 - the capacity, both to lead, and to follow others' lead;
 - a commitment to jointly finding out, understanding and acting on the experience of citizens and the staff who work closely with them;
 - a capacity to monitor performance in local service delivery and identify the priorities for improvement through joint action;
 - a willingness to contribute to work where others are in the lead;
 - a willingness to pool both resources and sovereignty as a means to achieving both service improvement and efficiency.

Enhanced capacity across the public service

47. Each of the partners will bring a different contribution and perspective to the table, including their particular form of accountability and unique professional and service expertise. The aim will be to create strong synergy by combining these in a public services team model, building on strengths and tackling barriers where they exist.
48. We expect the Board's public service leadership to enhance capacity and impact in a number of ways:
- problem-solving: marshalling the senior leadership capacity of the area more effectively to solve problems, including tackling barriers at local, regional or national level;
 - increasing the shared capacity of the public services in an area: intelligence, understanding, expertise;
 - identifying and creating new opportunities for greater impact by investing to prevent problems, and engaging citizens in solutions;
 - increasing confidence and trust in public services and thereby facilitating more ambitious change.

Structure and membership of Local Service Boards

49. Boards will need to include the statutory agencies responsible for public services in the area, the Welsh Assembly Government and the voluntary and business sectors. They will need mechanisms for effective citizen and user voice and challenge, including through Town and Community Councils, and for engaging staff in the improvement agenda.
50. Boards will be convened by the local authority, reflecting its statutory community leadership role. Boards will choose their own Chairs, either from their own membership, or beyond.
51. The challenge will be to create a structure which is flexible and inclusive enough to enable all the partners to contribute, but is also capable of operating as a focused team, with continuity of personal relationships. This team will need to develop an in-depth, shared understanding of the issues and shared commitment to change.
52. There is a tension between the goal of inclusivity – pointing to a large membership, and the goal of effective teamworking – pointing to smaller size, with flexible and focused task groups within the Board structure.
53. Boards will need to create ways of working tailored to the problems to be resolved and the outcomes to be achieved. This might include identifying a core team responsible for defining and delivering the citizen-focused work streams which underpin the Local Service Agreement priorities set by the full Board.

A possible model

54. A possible model would include a core membership of statutory, voluntary and other partners with a central contribution to make to the delivery of the strategic partnership agenda, and to the citizen voice and challenge of that agenda.
55. The wider membership would be full Board members and would need to agree the Board's priorities, but might not be directly involved in their delivery. They would have a standing invitation to meetings and receive all agendas and papers.
56. The Board structure will need to include representation of nationally organised services and agencies, as well as Assembly Sponsored Public Bodies, who may have a major contribution to make. The way in which these partners are represented will need to reflect their capacity to engage at a local level.
57. In addition, it is suggested that the Chairs of the Health and Social Care Wellbeing Partnership, the Children and Young People's Partnership and the Community Safety Partnership should be ex-officio members of the core team, reflecting the partnership leadership role mentioned above, as should the Director of Public Health, to provide the strategic expertise on health across sectors and partnerships

58. Each organisation, or sector, represented on the Board might be represented by no more than two individuals, who would need to be people at leadership level, but members could bring others from their organisation to provide advice to the Board as required by the business.
59. The challenge will be for Boards to devise structures and ways of working which are fit for purpose to: resolve problems; provide challenge and innovative thinking; and deliver the programme of work and strategic outcomes agreed by the Board as a whole.

The Local Service Board stakeholder group

60. The Board needs to have a restricted membership if it is to achieve its purpose. Nevertheless, the members will each be representing a very wide range of interests and citizen perspectives. We suggest, therefore, that each Board should organise a wider stakeholder group or network, which will allow these wider interests to be expressed, and enable the Board to provide an annual report to the public and stakeholder groups.
61. The aim should be to create a forum whose role will be to contribute to the intelligence and challenge required by the Board to ensure that its work, including the content of the Local Service Agreement, is strongly citizen-focused. The membership and meeting arrangements will need to be agreed and overseen by the Board, in the context of its wider strategy on citizen engagement across public services in the area.

Questions

How should the structure and membership of Boards deal with the tension between inclusive membership and small team focus and discipline?

How should services or agencies organised at an all-Wales, England and Wales or UK level be engage with the Boards?

Does there need to be a national template, or should local areas devise their own membership and working arrangements, and demonstrate that they are fit for purpose to provide the ambitious and problem-solving public service leadership and citizen-focused challenge for the area?

If there needs to be a national template, what should it be?

Governance

62. Local Service Boards are not an additional tier of administration or decision-making. They are a means of pulling together the leaders of all the public services in an area with other stakeholders who have an important delivery or challenge role, to agree joint action, improve decision making and strengthen leadership in the areas for which they are already accountable through existing governance arrangements.

63. Boards will need to develop working and governance arrangements that are fit for purpose to fulfil the leadership, challenge and problem-solving roles outlined above.
64. The development projects discussed below will include testing the Local Service Agreement model as the vehicle for marshalling joint action on cross boundary issues, and ensuring that all members of the Board have a mandate to contribute effectively, agreed by their respective organisations.
65. This will include testing how far the Agreement could form the basis of the Boards' accountability to their constituent organisations and to stakeholders. As discussed above, the Agreement will require all members of the Board to commit to an agreed set of priorities, forged by the Board itself, and negotiated with the Welsh Assembly Government, which will form the basis of its report to citizens. Each member of the Board would be expected to agree the terms of the Agreement, and their brief in negotiating it, within their own existing accountability framework.
66. In supporting the Boards to test this model, the Welsh Assembly Government's Governance Project will work with the partners to draw on sources of expertise on governance across the public service in Wales and beyond.

Scrutiny

67. The establishment of Local Service Boards should act as a catalyst for the development of a more citizen-focused approach to scrutiny and improvement at local level, as envisaged in *Delivering Beyond Boundaries*. The aim is to move to a multi-disciplinary scrutiny process which examines the effectiveness of the public service response to citizens, in a fundamental, constructive and improvement-focused way. Local elected members will be at the heart of this process, reflecting their community leadership role, but they will need to involve other stakeholders, depending on the subject for scrutiny – both to ensure sufficiently cross-cutting expertise and to encourage an even-handed and objective approach.
68. Scrutiny should contribute to policy review and strategy development, and consider real-time and retrospective reporting of performance. The process should involve citizens, service users, advocates and other stakeholders and be tailored to the issue under scrutiny. The governance and accountability arrangements of each of the public service partners must be respected. How to achieve this will be considered in a consultation paper on scrutiny to be issued later in 2007.
69. This model will provide the opportunity for local democratic scrutiny of the Local Service Agreement, which will complement the accountability through the Local Service Board Stakeholder group discussed above. How to achieve this will be tested through the Board development projects discussed below.

Board support

70. Although the work of the Board will need to build on the existing Local Strategic Partnerships, the aim is to achieve more ambitious progress in implementing the Community Strategy with more fundamental change in patterns of service delivery. Local Strategic Partnerships, therefore, will need to evaluate their existing arrangements, including culture, working relationships and support structures, and agree what they need to do to achieve the transition to a Local Service Board. These issues will be tested in depth in the development projects.
71. The Board should aim to work with minimum bureaucracy. Its secretariat is likely to be based on that of the Local Strategic Partnerships, but partners should consider the scope to co-locate staff or create virtual teams, for example to pull together data analysis skills across sectors and partnerships. The challenge is to determine how best to utilise all the partnership support resources currently deployed in an area.
72. Longer term, the Local Service Board process will provide an opportunity both to rationalise partnerships, and/or partnership secretariat arrangements, across the area, to create a stronger partnership delivery structure, across sectors. This could create opportunities to increase focus, change skill mix and share expertise.
73. These arrangements should be created within existing resources. But to raise performance in achieving the Local Service Agreement goals, we anticipate that new forms of capacity support will be required. This will need to include enhancing expertise on new ways of working to enable the pooling of responsibility, resources and/or budgets, both revenue and capital, in re-designing services. These will form part of the support offer for the first phase development projects, with learning shared across the other Boards in their area, as discussed below.

The role of the Welsh Assembly Government

74. The Welsh Assembly Government is committed to contributing directly to the work of the Boards. Spatial Plan Ministers will take responsibility for the Assembly Government's relationship with Boards in their areas, and each Board will include a senior Assembly Government official. The aim is to forge a new relationship between the Assembly Government and the local leadership team, based on a shared goal of ambitious and innovative service improvement for citizens.
75. The role of the network of Assembly Government officials supporting the Boards, includes:
- being a purposive two-way conduit between the Board and Assembly Government – communicating Assembly Government policy and priorities, understanding the impact of those policy and priorities at local level;

- feeding back to the Assembly Government on local issues and priorities, and the actions it needs to take to facilitate local problem-solving and help support local service improvement;
- giving clear steers on specific issues on behalf of the Assembly Government and bringing to the Board the profile of local performance which will have been collated by Performance Wales;
- identifying ways of reducing central bureaucratic and other barriers to responsive and innovative service delivery at local level;
- contributing to local problem-solving and acting as honest broker, if necessary, particularly between sectors;
- resolving conflicting priorities arising from competing performance frameworks or other tensions;
- communicating good practice from elsewhere – including other Boards;
- contributing to mutual constructive challenge on service performance within the Board;
- acting as lead negotiator of a Local Service Agreement between the Board and the Welsh Assembly Government;
- contributing to a change network within the Assembly Government whose aim is to develop the organisation and help it become more citizen-centred, outward-facing and delivery-focused.

76. We recognise that this is a very challenging role which will require high level experience and skills, supported by consistent, high quality co-ordination and analysis. The nature of the role, and what we need to do to make it work effectively in supporting local delivery, will be tested by the development projects.

Connecting with the Spatial Plan and community partnerships

77. The Local Service Boards may need to develop relationships with the Spatial Plan groups, and with regional planning and commissioning arrangements across sectors. As in para 27 above, this might include identifying the regional dimensions of delivery and, where this presents challenges or opportunities, work with the Spatial Plan or other regional mechanisms to agree a way forward.

78. The Board will need to forge relationships with local community partnerships in its area, including the Communities First partnerships, through the Board stakeholder group, building on the arrangements which already exist through the Community Strategy process for linking community and area priorities.

79. We will seek to co-ordinate Ministerial and official engagement with Local Service Boards and Spatial Plan partnerships, recognising their distinctive roles. Convening the Local Service Boards in a Spatial Plan area on an annual basis will provide an opportunity to share learning from the development projects.

Deadline for views on the Local Service Board model

80. Comments on the principles and broad approach to the establishment of Local Service Boards proposed in this consultation paper should be sent to the Making the Connections Unit by 2 April 2007.
81. There will be an opportunity to discuss the issues in this paper at a series of consultation events to be held from mid February to early March. These will be targeted at prospective members of Local Service Boards and those who will work closely with them.

The development projects: prospectus

82. The purpose of the Local Service Boards is clear – but we recognise that translating the mission into workable arrangements, supported by cultural and organisational change locally, and within the Welsh Assembly Government, will require a highly adaptive development process. We therefore propose to work closely with a small number of development projects to help design the model, which can be extended to the rest of Wales in a rolling programme.
83. Accordingly, we invite expressions of interest to participate in this development process as one of the Local Service Board development projects for 2007-08. The issues, mentioned above, which these projects will test are:
- Governance and scrutiny models
 - The form and content of the Local Service Agreement, including the scope for cross –area Agreements on some issues;
 - The relationship with the thematic partnerships
 - The connections with the Spatial Plan, regional planning and commissioning and with community partnerships
 - The relationship with the Welsh Assembly Government
 - The nature of the Local Service Board performance report
 - The Local Service Board support and management arrangements.

The development offer

84. Boards will need support to develop the capacity to tackle the ambitious agenda set out above. We envisage a package of developmental support will be available, with contributions from all the partners including the WLGA, Public Service Management Wales (PSMW) and NLIAH, as well as Performance Wales and Making the Connections whose role will be to co-ordinate support from across the wider public service. We also envisage commissioning support from a wider range of strategy and delivery expertise – including on data management, system re-design and forging shared purpose. Funding will be available to support this.

85. As well as this significant investment in capacity development, Boards will have the opportunity to make rapid progress in identifying opportunities for improved delivery through specific flexibilities, including funding regimes, which will be negotiated through the Assembly Government lead on the Board. These may be locally specific or may lead to Wales –wide simplification and streamlining.
86. This may involve creating greater flexibility, or ensuring the expertise to use existing flexibilities more ambitiously. For example, despite sharing the same primary legislation (s31, Health Act 1999) and similar secondary legislation, it seems that more examples exist in England of the pooling of budgets and resources across health and social care than in Wales. Some of these pooling arrangements are generating, not only much improved services for citizens, but also efficiencies for re-investment in the service. Sharing this expertise will form part of the Board development process.

Development project applications

87. The requirements we expect from the Board development projects have been developed in consultation with a stakeholder advisory group, Chaired by Professor Steve Martin and including the WCVA, the WLGA, the Welsh NHS Confederation, SOLACE, PSMW and NLIAH.
88. Applications from Local Strategic Partnerships will be required to address the following questions:
- outline a vision of what can be achieved in your area through this way of working: how would you like to move from where you are now to achieve this potential?
 - what sort of ways of working will help you achieve this better, what development and capacity needs have you identified and what outcomes do you hope to deliver?
 - how willing are you to take risks and learn from this experience?
 - what will be the benefits for the whole Wales public service from your development project?
 - what will be the benefits in improving outcomes for citizens in your area?
89. We envisage that the development process will include a number of scene-setting and capacity-building exercises, including a simulation or shadow board in the period April-July 2007, in preparation for going live in September-December 2007.
90. Applications will be evaluated by the stakeholder reference group before submission to the Minister for decision. The selection of projects will have regard to the distribution across Wales, with the aim of creating learning clusters connecting the development projects to the rest of Wales.

91. Expressions of interest setting out how the partnership evaluates itself against these criteria should be sent to the Making the Connections Unit by 8 March 2007.

**Making the Connections Unit
January 2007**

Preface to Policy Gateway Integration Tool Summary

1. The Welsh Assembly Government created the Policy Gateway Integration tool to help staff develop policies that not only help deliver the Assembly Government's strategic agenda but do so in a way that fulfils our commitments to sustainable development, equality of opportunity and social justice. The tool enables staff in different parts of the Assembly Government to work together to generate new ideas and approaches to the way we work.
2. The tool also helps the Assembly Government offer more structured dialogue and debate around key policies. We include a copy of the summary of the tool with this consultation so that you can see how we have considered the impacts of this policy, and to give you a chance to think about this too. The summary of the tool will help you to compare this policy to our commitments in the same way we have, and to give you the chance to tell us if you can see any potential problems, opportunities or gaps.
3. The tool session for this policy brought together a group of people who were able represent the interests of each of the Assembly Government's policy departments. They discussed the potential impacts this policy would have on our guiding themes of sustainable development, equality and social inclusion, our current key areas (helping more people into jobs, improving health, developing strong and safe communities and creating better jobs and skills), and the strategic agenda *Wales: A Better Country*. They did not judge whether the policy is right or wrong, but whether the impacts appear to be more or less sustainable.
4. We know that we have to be realistic. In our experience, changing one element of a policy may well have implications for other elements, causing problems where none had previously existed. This is because social, economic and environmental issues are connected in ways that are not always obvious. This means that, although we might identify an area where the policy could be improved, it might not possible to tackle that area without having an unwanted impact on what we want to achieve. The challenge for us will be to make the best possible policy by maximising what is good whilst minimising, as far as we can, anything potentially poor or undermining.
5. We keep the Policy Gateway Integration tool under review and, from time to time, make changes so that it continues to reflect the Assembly Government's priorities. If you have any comments on the tool itself (rather than the policy outcomes it shows) you are welcome to email them to us at strategicpolicyunit@wales.gsi.gov.uk or by post to Strategic Policy Unit, Welsh Assembly Government, Floor 3, CP1, Cathays Park, Cardiff, CF10 3NQ.

Policy Gateway Summary

The results below represent the agreed outcomes of the Local Service Board and Agreement policy consultation being tested against the Assembly's Integration Tool that involved representatives from Department for Public Services and Performance, Finance Department, Business Development Department, Department for Local Government and Culture, Department for Health and Social Services, Strategy, Equality and Communications Department, Department for Social Justice and Regeneration, the Home Office, and Department for Education and Lifelong Learning. *Those representatives agree this is an accurate overview of their collective comments.*

Key: U – Undermining; P – Poor; N – Neutral; F – Fair; G – Good; E - Excellent

Wales: A Better Country Commitment	Overall Contribution	Explanation												
1. Promoting the Economy	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">U</td> <td style="text-align: center;">P</td> <td style="text-align: center;">N</td> <td style="text-align: center;">F</td> <td style="text-align: center;">G</td> <td style="text-align: center;">E</td> </tr> <tr> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px; text-align: center;">X</td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> </tr> </table>	U	P	N	F	G	E			X				See overall comments below. The creation of the Boards will involve membership from the business sector and so will have the potential to demonstrate greater corporate social responsibility
U	P	N	F	G	E									
		X												
2. Action on Social Justice for Communities	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">U</td> <td style="text-align: center;">P</td> <td style="text-align: center;">N</td> <td style="text-align: center;">F</td> <td style="text-align: center;">G</td> <td style="text-align: center;">E</td> </tr> <tr> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px; text-align: center;">X</td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> </tr> </table>	U	P	N	F	G	E				X			The group felt that this section could be moved to a 'Good' if the added value which the creation of local service boards will bring to the work of the existing key partnerships is made more explicit in the document.
U	P	N	F	G	E									
			X											
3. Action in our built and natural environment	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">U</td> <td style="text-align: center;">P</td> <td style="text-align: center;">N</td> <td style="text-align: center;">F</td> <td style="text-align: center;">G</td> <td style="text-align: center;">E</td> </tr> <tr> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px; text-align: center;">X</td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> </tr> </table>	U	P	N	F	G	E			X				See overall summary below. The group also pointed out that the creation of LSBs means there is increased potential for capacity which is scarce in local organisations, such as expertise on cross cutting issues, to be marshalled in a more effective way. This could enhance impact on issues such as climate change.
U	P	N	F	G	E									
		X												
4. Strengthening Wales' cultural identity	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">U</td> <td style="text-align: center;">P</td> <td style="text-align: center;">N</td> <td style="text-align: center;">F</td> <td style="text-align: center;">G</td> <td style="text-align: center;">E</td> </tr> <tr> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px; text-align: center;">X</td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> </tr> </table>	U	P	N	F	G	E			X				See summary below. The group felt that this could be a 'Fair' if references to the Welsh language, social justice and equality issues are made more explicit in the document by including reference to policies such as Core Principles on Customer Service. This would help to clarify the context for the 'Welsh citizen'
U	P	N	F	G	E									
		X												
5. Ensuring better prospects in life for future generations.	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">U</td> <td style="text-align: center;">P</td> <td style="text-align: center;">N</td> <td style="text-align: center;">F</td> <td style="text-align: center;">G</td> <td style="text-align: center;">E</td> </tr> <tr> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px; text-align: center;">X</td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> </tr> </table>	U	P	N	F	G	E					X		The Group felt there needs to be some elaboration on how LSBs will enhance engagement, specifically in relation to the proposed stakeholder group.
U	P	N	F	G	E									
				X										
6. Supporting healthy independent lives	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">U</td> <td style="text-align: center;">P</td> <td style="text-align: center;">N</td> <td style="text-align: center;">F</td> <td style="text-align: center;">G</td> <td style="text-align: center;">E</td> </tr> <tr> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px; text-align: center;">X</td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> </tr> </table>	U	P	N	F	G	E					X		The Group felt that the added value that the creation of LSBs will bring to the work of existing partnerships, especially in this case the Health, Social Care and Well-Being Partnership will have a significant impact in this area.
U	P	N	F	G	E									
				X										
7. Promoting openness, partnership and participation	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">U</td> <td style="text-align: center;">P</td> <td style="text-align: center;">N</td> <td style="text-align: center;">F</td> <td style="text-align: center;">G</td> <td style="text-align: center;">E</td> </tr> <tr> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> <td style="border: 1px solid black; width: 30px; height: 20px; text-align: center;">X</td> <td style="border: 1px solid black; width: 30px; height: 20px;"></td> </tr> </table>	U	P	N	F	G	E					X		The Group felt that this section could move to an 'Excellent' if the paper is more explicit regarding the enhancement of citizen engagement and adding value to other partnerships such as Children and Young People.
U	P	N	F	G	E									
				X										

Summary Comments:

The Group felt that the policy relating to local service boards and local service agreements has very significant potential to affect all aspects of public service delivery in Wales. Not only will it lead to improvement in the way services are delivered, it will also re-shape the way in which public service organisations engage with citizens. This will be the direct result of the added value the boards will create by joining together a range of public services within a locality, enabling information to be shared across sectors. It will also support and challenge the thematic delivery partnerships. It follows that services will benefit from better connectivity and increased citizen focus in the way in which they are designed and delivered. The creation of LSBs provides the infrastructure to support and encourage these changes to take effect at a local level. In the medium to longer term, therefore, this ambitious development has the potential to generate an impact in the areas marked as neutral above, and to make a significant contribution to meeting these broader policy objectives.