

Beecham Review of local service delivery in Wales

Terms of Reference

Aims

The aim of the Review is twofold:

- to identify improvements in the arrangements for local service delivery, which are as radical and innovative as necessary; and
- to examine how existing arrangements for accountability can be used, developed and adapted to support this innovation.

The Review will report to Ministers and to the Public Services Board by July 2006.

The Review will examine service delivery in key areas, with particular regard to the cross-cutting issues that are central to improving outcomes. It is not expected to undertake a comprehensive analysis of all service areas, but to identify specific proposals which could lead to improved arrangements for service delivery.

The Review will focus on local authorities, health bodies and other local service delivery organisations in the public, voluntary and independent sectors.

The Review will examine how best to maximise the efficiency and effectiveness of delivery in the interests of service users and taxpayers.

The Review should consider whether, and how, reform could be assisted by changes in arrangements for financing local service delivery, taking into account, for example, the work of the Lyons review of local government in England.

The Review may consider the relevance of changes that are being considered, or are taking place, in other parts of the United Kingdom or elsewhere if evidence is available.

Questions

In achieving the above aims, the Review may focus on the following questions:

- How should the roles of the relevant local organisations be defined for the future, for example, in health and education, in terms of community leadership, commissioning and service provision?
- What are the mechanisms that can be employed to achieve effective collaboration between local service providers: cross-functional collaboration such as between a local authority and a local health board, and collaboration to achieve delivery on a larger geographical scale than the local area itself?
- How do we organise service delivery to obtain the appropriate balance between local access and centres of specialised expertise and provision?

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ANNEX C

- How should funding be arranged to facilitate greater collaboration and joint-working? What is the appropriate response to more limited growth in the available resources?
- Are there re-allocations of functions between different organisations delivering local services which would achieve improved delivery?
- What changes to the political management and accountability of service delivery would assist improvement? What are the appropriate roles for locally elected representatives and what level of local representation, and/or expert skills, are appropriate to different circumstances? What should be the relationship between local elected representatives and appointed bodies?
- What workforce changes are required to underpin the new approaches to service delivery and how best can the workforce be engaged in the process of improvement?
- How best does the Welsh Assembly Government provide leadership in improving local service delivery?