



**Dinas a Sir Abertawe**

**Hysbysiad o Gyfarfod**

Fe'ch gwahoddir i gyfarfod

## **Panel Perfformiad Craffu – Bwrdd Gwasanaethau Cyhoeddus**

**Lleoliad:** Ystafell Bwyllgor 3B - Neuadd y Ddinas, Abertawe

**Dyddiad:** Dydd Mercher, 18 Gorffennaf 2018

**Amser:** 11.00 am

**Cynullydd:** Y Cyngorydd Mary Jones

**Aelodaeth:**

Cyngorwyr: P M Black, T J Hennegan, C A Holley, P R Hood-Williams, P K Jones,  
L R Jones, J W Jones a/ac M Sykes

Aelodau Cyfetholedig: Cherrie Bija, John Warman a/ac Martyn Waygood

Mynychwyr eraill: C E Lloyd a/ac R C Stewart

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### **Agenda**

**Rhif y Dudalen.**

- 1 Ymddiheuriadau am absenoldeb.**
- 2 Datgeliadau o fuddiannau personol a rhagfarnol.**  
[www.abertawe.gov.uk/DatgeliadauBuddiannau](http://www.abertawe.gov.uk/DatgeliadauBuddiannau)
- 3 Cwestiynau gan y Cyhoedd**
- 4 Cofnodion.** **1 - 8**  
Cymeradwyo a llofnodi, fel cofnod cywir, gofnodion y cyfarfod blaenorol.
- 5 Trefniadau Llywodraethu'r Bwrdd Gwasanaethau Cyhoeddus** **9 - 46**
  - Rob Stewart – Cadeirydd y Bwrdd Gwasanaethau Cyhoeddus
  - Clive Lloyd – Aelod Cabinet dros Drawsnewid Busnes a Pherfformiad (Arweinydd y BGC Lead)
- 6 Cynllun gwaith 2018/2019.** **47**

**Cyfarfod nesaf:** Dydd Mercher, 8 Awst 2018 ar 10.00 am

*Huw Evans*

**Huw Evans**  
**Pennaeth Gwasanaethau Democrataidd**  
**Dydd Mercher, 11 Gorffennaf 2018**

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**Cyswllt: Craffu 636292**



City and County of Swansea

## Minutes of the **Scrutiny Performance Panel – Public Services Board**

Committee Room 5 - Guildhall, Swansea

Wednesday, 9 May 2018 at 10.00 am

**Present:** Councillor M H Jones (Chair) Presided

**Councillor(s)**

P M Black  
P R Hood-Williams

**Councillor(s)**

T J Hennegan  
J W Jones

**Councillor(s)**

C A Holley

**Officer(s)**

Penny Gruffydd  
Bethan Hopkins  
Suzy Richards

Sustainable Development Officer  
Scrutiny Officer  
Sustainable Policy Officer

**Apologies for Absence**

Councillor(s):

Co-opted Member(s): Martyn Waygood, C Bija

Other Attendees:

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**1 Disclosure of Personal and Prejudicial Interests.**

None

**2 Public Questions**

None

**3 Minutes.**

Approved

**4 Update on Wellbeing Plan and Next Steps**

- Suzy Richards and Penny Gruffydd attended to brief the panel on the Well-being plan and next steps
- The plan is an overarching strategy and the delivery will come in the form of action plans
- Some themes (such as Early Years) are already delivering and have plans and actions in place

- Other themes are new and so they need to be developed (such as Stronger Communities)
- Action plans should be completed by the summer
- The Public Services Board needs to monitor what difference is actually being made
- The 'distance travelled' may be the best way to track performance as there will be no performance indicators to track with
- There will be short, medium and long term objectives in each step
- The expectancy is that these projects will be looking at a 3-4 year timeframe in terms of action and delivery
- The Welsh Assembly is encouraging moves away from the standard performance indicator. They want to see qualitative ways of reporting with outcomes such as investments, commitments to schemes and success stories
- The PSB core group will be tracking the plan and facilitating integration
- The PSB Planning Group and PSB Partnership Group will be providing review and there will be leads allocated to specific actions
- Each partner who has signed up to this has a target audience and each little success adds up to overall progress
- The Welsh Government, the Future Generations Commissioners Office and the Welsh Audit Office are looking at new ways of evaluation
- The 'most significant change' approach is about looking and learning from actions
- Each partner organisation was asked to use their own engagement mechanisms to get feedback and input during the consultation process for the well-being plan
- The theme of 'economy' runs through the whole of the plan and is imbedded in actions
- The City Deal has a specific governance structure so whilst it is supported, it does not appear as a standalone objective in the plan
- Success will be measured over the long term and won't be seen overnight
- Long term plans can be difficult to measure because by the time the deadline approaches the intended impact is lost
- The PSB runs on goodwill partnership working, there is a risk that imposing performance indicator monitoring on the organisations would make them less keen to be involved
- The action plan has deliverables built in (e.g. set up a team to deal with an issue) so there are tangible actions along the way
- The Panel were concerned that without performance indicators there will be difficulty measuring success
- Collaborative performance will also be monitored by the Welsh Audit Office do indirect performance monitoring will also take place that way
- There will also be an opportunity to measure progress when the next wellbeing assessment takes place
- Some of the objectives map back to the One Swansea Plan, but others such as Stronger Communities and Working with Nature were informed by stakeholders so they are new
- The Panel would like to meet with the relevant officers again in 6 months after the action plan is published to review

**5 Future Generations Act and Scrutiny - Guidance**

- The Panel read a report outlining the obligations and guidance for the Panel which was informed by the report the Centre for Public Scrutiny did on behalf of the Welsh Government
- It also included a reminder of the Five Ways of Working and The Sustainable Development Principle

**6 End of year review**

- The Panel reflected on what they had achieved in the year and what went well
- Next year will see a more focused schedule of meetings with core members and organisations who have started delivering under the objectives
- There will also be an initial session focusing on the governance arrangements of the board

**7 Work Plan 2018-19**

- Plan approved
- Schedule a session August/September to review the action plans

The meeting ended at 11.10 am

**Chair**



**To/  
Councillor Rob Stewart  
Chair of Swansea Public Services  
Board**

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Llinell Uniongyrochol:*

*e-Mail  
e-Bost:*

*Date  
Dyddiad:*

**Overview & Scrutiny**

**01792 636292**

**scrutiny@swansea.gov.uk**

**20<sup>th</sup> April 2018**

**BY EMAIL**

Summary: This letter is from the Public Services Board Performance Panel meeting which took place on 29<sup>th</sup> March 2018. This letter relates to the Scrutiny of the Early Years Work Stream.

Dear Councillor Stewart,

We are grateful to Sian Bingham and Gary Mahoney for coming to deliver information on the Early Years Work Stream.

We heard that an audit of need informed the Early Years Strategy and this identified that there was a lack of services for those who were pregnant, and for families with children up to the age of 3.

We heard about the work being undertaken in relation to Early Years. We were impressed by the two projects which have been set up;

1. Jig-so
2. Penderi Primary Care Early Years Pilot Project

We were particularly impressed by the health outcomes in the Jig-so project – the cessation of smoking and the uptake in breastfeeding.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

**SWANSEA COUNCIL / CYNGOR ABERTAWE**

**GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWE, SA1 4PE**

[www.swansea.gov.uk](http://www.swansea.gov.uk) / [www.abertawe.gov.uk](http://www.abertawe.gov.uk)

I dderbyn yr wybodaeth hon mewn fformat arall neu yn Gymraeg, cysylltwch â'r person uchod  
To receive this information in alternative format, or in Welsh please contact the above

The Panel were encouraged to hear that the Penderi Primary Early Years Pilot Project has received funding for another year.

We welcomed the news that many of the service users accessing this service were both highly likely to re-engage with the project and less likely to see the GP. This implies that people are comfortable with the staff and getting valuable and worthwhile support from the project which is alleviating their need to see their GP.

This benefits both the health service and the service user and is a good example of joined up working in line with the aims of the Public Services Board.

We were very pleased to hear that these projects aim to get to the root of problems and this includes a look at mental health issues. We feel that this is vital to making lasting differences and that appropriate resources should be allocated to mental health support for all ages.

Following on from this, the Panel does have concerns that the Public Services Board is not putting the resources which are required into mental health services in general. This relates both to the identification of issues and treatments thereof. We feel there is substantial under resourcing in this area.

Can you give your views on this?

It was good to hear that the Team Around the Family in Schools project won a Guardian Public Service award. Again it highlights how early intervention is crucial for a child's wellbeing and that the joined up and multi-agency approach is a successful one.

It is encouraging that the service is aiming to enhance the core pathway from midwives, to health visitors to schools so issues can be identified early and accurately by the right teams of people. We hope that if there are enough targeted resources in this pathway then the people who need extra support won't fall through the gaps in existing services and get the help they need. Again this is in line with the ethos of the Wellbeing and Future Generations Act and should be built upon.

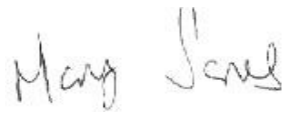
We would like to see more multiagency projects around Swansea with the same approaches of prevention and early intervention. The successful engagement of parents shows it is needed and wanted. Being able to access a variety of resources such as mental health support, midwives, speech therapy etc is a much more efficient and responsive way of supporting people, especially parents with multiple or complex needs.

The Panel recognises that although the work being undertaken is very positive, there is still a substantial amount of work which needs to be done to make a dent in the demand. There needs to be continued resources and targeted effort into prevention and early intervention.

We are pleased that there are successes to build on, but we should not become complacent, the issues are vast and there is still much to do.

I would be grateful if you could reply to this letter by 11<sup>th</sup> May 2018

Yours sincerely,

A handwritten signature in black ink that reads "Mary Jones". The signature is written in a cursive style.

**Councillor Mary Jones**

Convener, Public Services Board Scrutiny Performance Panel

✉ [cllr.mary.jones@swansea.gov.uk](mailto:cllr.mary.jones@swansea.gov.uk)



**Councillor Mary Jones**  
**Convener – Public Services Board**  
**Scrutiny Performance Panel**

**BY EMAIL**

*Please ask for:* Councillor Rob Stewart  
*Direct Line:* 01792 63 6141  
*E-Mail:* [cllr.rob.stewart@swansea.gov.uk](mailto:cllr.rob.stewart@swansea.gov.uk)  
*Our Ref:* RS/KH  
*Your Ref:*  
*Date:* 25<sup>th</sup> May 2018

Dear Councillor Jones

Thank you for your letter dated 20<sup>th</sup> April relating to the Scrutiny of the Early Years Workstream of the Public Service Board's Programme.

I am pleased that the Panel has acknowledged the progress made to date in relation to early years and early intervention. The comments made about the continued importance of developing these areas are also very welcome as they support the priorities in the Draft Local Well-Being Plan. In terms of further reassurance, it's important to recognise that the Plan evidences a multi-agency commitment to further progression and development of the Early Years priority over the short, medium and longer term.

Whilst mental health and well-being may not be an explicit priority within the Draft Local Well-Being Plan, it is clear that it is an important cross cutting theme across all the priorities in particular the Early Years and Live Well Age Well. Since the Scrutiny Board's Inquiry into Child and Adolescent Mental Health Services I am aware that a great deal of progress has already been made in relation to the recommendations. I do however acknowledge that there is still more to be done.

As a positive example of action, I can confirm that over the coming months the Council will be demonstrating its commitment through the re-commissioning of a Counselling Service for school aged children and young people. Whilst the statutory requirement is in relation to children and young people between 10 and 18 years old, the Service will be funded to ensure that all primary school aged children can also benefit.

In addition, regional working with our partners continues to progress in relation to Child and Adolescent Mental Health Services and approaches. The PSB as part of its 12 month work plan will seek re-assurance either directly or via the Children and Young People Board that improvements are on track and at an acceptable pace.

Whilst I cite progress and a positive future vision, on behalf of the PSB I can wholeheartedly confirm that Members are realistic about the challenges ahead, keen to find collaborative solutions and therefore certainly not complacent.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Rob Stewart', written in a cursive style.

**COUNCILLOR ROB STEWART  
LEADER & CABINET MEMBER FOR ECONOMY & STRATEGY**



## Report of the Chair of Swansea PSB, Cllr Rob Stewart

PSB Scrutiny Panel, 6<sup>th</sup> June 2018

### Swansea Public Service Board Governance Arrangements

<b>Purpose:</b>	To answer questions received from Scrutiny reviewing governance arrangements
<b>Content:</b>	A response to questions received
<b>Councillors are being asked to:</b>	Feedback any comments or suggestions.
<b>Lead Councillor:</b>	Cllr Rob Stewart, Chair of Swansea PSB
<b>Lead Officer &amp;</b>	Chris Sivers
<b>Report Author:</b>	Suzy Richards, E-mail: swansea.psb@swansea.gov.uk

#### 1. Background

##### 1.1 Forthcoming Governance Review

- i) Responses to questions received from the Scrutiny Panel have been prepared based on the Board's operation to date.
- ii) However, in order to improve the effectiveness of the Board's operation a commitment has made within the Local Well-being Plan 'Working Together for a Better Future' to review the Governance of the Public Service Board. This good practice although already planned is also a response to issues raised in correspondence from the Future Generations Commissioner.
- iii) As a result, current arrangements may be changed in order to streamline decision-making and deliver the priorities within the local well-being plan more effectively.

## 2. Decision making and forward work planning

### 2.1 *Can you please provide the board's terms of reference and explain how it plans and manages its forward work programme?*

- i) Terms of Reference have been set out and agreed in the form of a 'Partnership Manual'. This document meets all legal requirements but also acts as an accessible guide for anyone interested in the work of the board with specific sections written to address the needs of different groups of people.
- ii) This document was last updated on 17 January 2017. An Annex describes the relationship of the manual to statutory responsibilities. It is recognised that this document requires updating and simplification in line with changing membership etc. This will be addressed as part of the forthcoming review of governance.
- iii) The four statutory members of the Board are Abertawe Bro Morgannwg University Health Board, Natural Resources Wales, the Fire and Rescue Service and the Council. These members are legally required to participate and ensure the PSB meets its statutory responsibilities set out in the Well-being of Future Generations Act (Wales) 2015.
- iv) The Board also involves other organisations that have an interest in the wellbeing of the area. These include 'invited participants' who participate in the activities of the board and 'other partners' who are involved and engaged.
- v) The Board's structure consists of a Partnership Group, a Core group and operational workstreams all overseen by multiagency Scrutiny. Support is provided by the City and County of Swansea.
- vi) The Partnership Group - All of the organisations involved in the Board meet as a Partnership Group. The Partnership Group is responsible for:
  - Ensuring that everyone who needs to be is involved and engaged in the work of the Board
  - Communicating the work of the Board
  - Supporting partner organisations to meet the sustainable development principle and ways of working
  - Supporting partner organisations to meet the Board's commitments
  - Providing leadership for public services in Swansea
  - Developing the wellbeing assessment and the wellbeing plan
  - Meetings of the Partnership Group normally take place every two months and are open to anyone to come along, observe and ask questions.

- vii) The Core Group- The four statutory members along with the Chief Constable of South Wales Police, Swansea Council for Voluntary Service, the South Wales Police and Crime Commissioner and a representative from Welsh Government meet as the Core Group.

The Core Group is responsible for:

- Planning the work of the Board
- Setting the agendas for meetings
- Leading and managing the workstreams
- Reviewing and developing the Board
- Meetings of the Core Group are not open to the public the minutes from these meetings are published on the agendas of Partnership Group Meetings. The Core Group meets bimonthly, alternating with the Partnership Group meetings.

- viii) Workstreams - The work of the Board is undertaken through workstreams which currently include:

- The Research workstream responsible for preparing the Assessment of Local Well-being. It includes researchers and analysts from the different organisations involved in the Board.
- The Planning workstream responsible for preparing the Local Well-being Plan. It includes policy officers, partnership coordinators and public service professionals from the different organisations involved in the Board.
- Priority Workstreams responsible for making a difference to key issues or Local Well-being objectives
- Workstream participants will generally be from organisations on the Public Services Board but anyone able to contribute can be involved, particularly contributions from unusual suspects.

- ix) The PSB's programme of work is determined in line with main tasks of the board.

Following transition from the Local Services Board, delivering and reporting on existing priority workstreams in areas have been monitored and supported by the PSB in the interim period prior to the development of a local Well-being Objectives.

In 2016/17, the focus was also on the development of the Assessment of Local Well-being, In 2017/18, the Local Well-being Plan was developed. An action plan to guide implementation is being developed and implementation in some areas has already begun.

## 2.2 *How does the board make decisions as a strategic partnership?*

The four Statutory Members are the formal decision makers who are responsible for the functioning and activities of the Board. They are required to participate under the terms set by the statutory guidance. However as described in the previous question, the Core Group ensures that the statutory partners do not operate within isolation, the board is informed and advised by the Partnership Group.

Board decisions, for example the agreement of the Assessment of Local Well-being and the Local Well-being Plan, are only valid when made jointly and unanimously by all statutory members and with all statutory members in attendance.

## 3. **Membership and Engagement**

### 3.1 *How does the board involve people who are interested in the improvement of well-being in an area and how it is ensured that those persons reflect the diversity of the population of the area served by the board?*

No audit to date has been undertaken to assess the representation of protected characteristics within the Public Services Boards. This is partly due to changing organisational involvement and the large number of representatives which change over time. Many of the Partners have internal policies to promote protected characteristics – the Council also considers the Welsh language to be a protected characteristic in its Equality Impact Assessment process; this issue will be deliberated as part of the review of the PSB and its governance arrangements.

The Public Service Board also actively involves people that reflect the diversity of Swansea's population in engagement activities using the engagement mechanisms of its partners e.g. The early planning stages of the Local Well-being Plan as well as the consultation stage. In addition the implementation of the Objectives and steps is open to all especially 'unusual suspects'.

### 3.2 *What is the procedure for resolving disagreements between members relating to the board's functions?*

In the event of a disagreement between statutory members it is the responsibility of the chair to mediate an agreement and to ensure that this is presented to the next available meeting of the Board or to a special meeting if required.

3.3 *How the board manages its membership to include examination of statutory member representatives, invited participants and the extent to which designated representatives have the authority to make decisions on behalf of the organisation they represent.*

The Manual states that statutory members or invited participants, to comply with the Act and guidance must ensure any designated representatives attending meetings of the Board should have the authority to make decisions on behalf of their organisation. Each organisation commits to taking part in meetings and providing advice and assistance. In addition, partners agree to;

- a) Ensuring that you understand the sustainable development principle and by adopting the five sustainable development behaviours into your day to day work
- b) Ensuring that you are aware of the commitments that underpin the work of the Board and are able to take positive steps to promote them within your organisation
- c) Reflecting on and adopting the public service leadership behaviours developed by Academi Wales
- d) Contributing to shared planning and resourcing to deliver the wellbeing objectives and other priorities agreed by the Board

Committed and consistent attendance by the right people has been identified as a key success factor by partners. Statutory partners and invited participants are asked to do all they can to fulfil this ideal.

3.4 *How the board seeks to engage in a purposeful relationship with the people and communities in the area, including children and young people, Welsh-speakers and those with protected characteristics, in all aspects of its work.*

An approach has been adopted based on good practice including the National Principles for Public Engagement and National Participation Standards. To reach out to Swansea's diverse population, it was agreed that partner's organisations would each engage in the way each organisation felt most appropriate to connect with their service users, networks, and contacts, continuing the tone and nature of existing relationships using existing engagement mechanisms. This work started with the Assessment of Well-being and will continue throughout the implementation of the Local Well-being Plan. An Equality Impact Assessment and Consultation Response Document have been completed for the Local Well-being Plan and illustrate the wider variety of tools used to start a conversation it is hoped will continue throughout the life of the Plan.

#### **4. Performance management arrangements**

- 4.1 *How the board monitors and reports progress, to include consideration of performance indicators and standards for public service boards (where they have been set).*

The Board's Research Group is tasked with the development of a measurement framework to reflect the Objectives and Steps set out in the Local Well-being Plan. This will focus on population level outcomes to reflect the nature of the Local Well-being Objectives. In addition, innovative means of reporting the difference being made by understanding people's lived experience will be explored. This will involve assessing the potential of qualitative forms of reporting to complement more traditional indicators.

In addition, the PSB regularly reviews the progress of Objectives as a standing agenda item at each meeting along with a forward workplan item. In addition, papers brought to the PSB provide an opportunity for greater scrutiny.

An Annual Report will be published each year with the first published within 14 months of the Local Well-being Plan's publication.

- 4.2 *The functions and performance of any sub-groups established by the board.*

The Board has three standing working groups and can set up other working groups as needed to deliver its priorities. Each group is chaired by someone sitting on the Board and is supported by a coordinator. The functions of the PSB's sub-groups are set out in 2.1 (v to (vii. Sub-groups tend to operate on a task and finish basis and report to the Partnership Group.

- 4.3 *How the board identifies and manages risk.*

The Board monitors risk in relation to key projects and moving forward the implementation of the Well-being plan via a risk tracker. This identifies issues, risks and their management taking into account the five ways of working. The tracker is brought to each partnership group as a standing agenda item.

- 4.4 *How the board interrelates with the Auditor General in Wales, the Future Generations Commissioner and the Welsh Ministers with regard to discharging its statutory functions.*

The PSB must send copies of its published Assessment of Well-being, Local Well-being Plans (including when it is revised) and each of its annual reports to the Welsh Ministers, Future Generations



Commissioner for Wales and Auditor General for Wales in addition to the designated local authority scrutiny Committee.

The PSB is supported by the Future Generations Commissioners Office in an on-going relationship. This includes a 14 week statutory consultation on the Local Well-being Objectives and Local Well-being Plan. The Board is also accountable to Welsh Government Ministers and the Future Generations Commissioner either of whom can refer the Wellbeing plan or the Wellbeing Assessment to scrutiny if they feel it is not adequate.

The Wales Audit Office will assess whether organisations are contributing to the Board as part of their normal work but cannot undertake an assessment of the Board itself.

#### *4.5 How the PSB assesses and learns from its own performance.*

Scrutiny also provides key intelligence and challenge regarding performance. These comments are considered and influence the actions of the Board.

The Board is also accountable to Welsh Government Ministers and the Future Generations Commissioner either of whom can refer the Wellbeing plan or the Wellbeing Assessment to scrutiny if they feel it is not adequate.

The Wales Audit Office will assess whether organisations are contributing to the Board as part of their normal work but cannot undertake an assessment of the Board itself.

The Board is committed to reflecting on and adopting the public service Leadership behaviours adopted by Academi Wales. This assists with assessing performance as does participation in Board development set out in the step, 'Understanding one another's priorities and context'.

## **5. Resources and relationship building**

### *5.1 How the board resources the functions it must undertake which are a responsibility of all the statutory members equally. For example, the undertaking of the local well-being assessment and the development of the local well-being plan.*

While the City and County of Swansea is required to provide administrative support. It is for the board as a whole to determine how it will resource the functions it has to undertake, which are a responsibility of all the statutory members equally. Statutory Members will also be invited (but not required) to contribute towards the financial costs of administrative support.

All members and invited participants will be expected to provide advice, assistance, and resources to the board for example in the form of analytical or professional expertise. While members and invited participants cannot be required to provide financial assistance the Board will, from time to time, ask for voluntary financial contributions to fund work on the Board's priorities. Participants may also provide advice, assistance, and other 'in kind' resources to the board for instance in the form of analytical or professional expertise.

However, in practice although a financial contribution has been made each year for administration, the resource to produce an Assessment of Well-being and Local Well-being Plan has been generally provided by Swansea Council. This has included funding a wide variety of requirements such as Easy Read, translation and consultation staffing and other costs. This is not sustainable in the long term.

*5.2 The level of input PSB think necessary to make to strengthen relationships between different members to help the board function effectively as a team.*

The PSB values the input of each member both in terms of contribution, knowledge, networks and resource. To strengthen relationships, the PSB has introduced the 'Understanding one another's priorities and context' step and implemented the 'walking in our shoes' programme.

The level of input required is set out within the Manual by setting out not only collective responsibilities of the Board but the individual responsibilities of the Statutory Members and Invited Participants. This includes committed and consistent attendance by the right people, leadership behaviours in line with a commitment to One Welsh Public Service

*5.3 The level of resource the PSB thinks necessary to support effective governance practices including preparation of evidence for overview and scrutiny.*

The City and County of Swansea is required to provide administrative support for the Board this is provided by the City and County of Swansea. This includes:

- Ensuring the public services board is established and meets regularly
- Working with the other Core members to prepare the agenda and commissioning papers for meetings in equal partnership with the Core members
- Inviting participants and managing attendance
- Work on the annual report
- Preparation of evidence for scrutiny

The resource required for these and the other functions of the board is considerable and far exceeds any designated staffing or funds. The Governance Review will also set the context for the resource implications of the PSB to be analysed in terms of future operation.

5.4 *Is there flexibility for the PSB to change actions contributing to well-being if needed? If so, do you have a process for this?*

Statutory guidance allows for a public services board to review and revise its local objectives and/or well-being plan. This can result from the Annual Reporting process, if directed to do so by Welsh Ministers. Before making an amendment the PSB must however consult the same people as it has to when preparing a new well-being Plan.

**Background papers:**

- Consultation Response Document & Swansea's Local Well-being Plan 'Working Together for a better Future Webpage - see link: <https://www.swansea.gov.uk/localwellbeingplan>
- EIA <https://democracy.swansea.gov.uk/ieListDocuments.aspx?CId=177&MIId=7537&Ver=4&LLL=0>

**Appendices:**

Terms of Reference

Swansea Public Service Board Partnership Manual

## Swansea Public Services Board: Terms of Reference

This is a formal statement of the terms of reference for Swansea Public Services Board.

It is provided as an annex to the Board's Partnership Manual and shows how the requirements of 'Shared Purpose: Shared Future, Statutory Guidance on the Well-being of Future Generations (Wales) Act 2015'.

The guidance states that the Board must agree its terms of reference at the first meeting. The terms of reference must include:

- The procedure for subsequent meetings\*
- The schedule for subsequent meetings
- How the Board will involve people who are interested in the improvement of well-being in an area
- Proposals for establishing sub-groups
- Procedure for inviting persons to participate in the activity of the Board\*
- How the Board intends to involve those invited participants (and other partners)
- The procedure for resolving disagreements between members relating to the Board's function
- Any other terms the Board considers need setting

\*in so far as not specified by the act

The table below summarises how each has been addressed within the Partnership Manual.

Requirement	Guidance Paragraph	Partnership Manual Section
<b>The procedure for subsequent meetings</b>		
Each meeting will consider, but not be limited to, the following agenda items: <ul style="list-style-type: none"> <li>• Welcome and apologies</li> <li>• Declarations of interest</li> <li>• Public questions</li> <li>• Minutes of the last meeting</li> <li>• Progress on well-being objectives</li> <li>• Forward workplan</li> </ul>	-	4.6  Meetings and decision making
<b>The schedule for subsequent meetings</b>		

<p>Ordinary meetings of the Board will take place, as a minimum, every two calendar months at a time and venue to be agreed by the members.</p>		<p>4.6 Meetings and decision making</p>
<p><b>How the Board will involve people who are interested in the improvement of well-being in an area</b></p>	<p>44</p>	
<p><b>Good Practice in Public Engagement</b></p> <p>The Board endorses the <a href="#">National Principles for Public Engagement in Wales</a> and will strive to follow them in all engagement and consultation. The Board is committed to engaging everyone interested in improving local well-being in the development of both the Well-being Assessment and the Well-being Plan and will strive to reflect the diversity of the population when doing so.</p>		<p>1.5 Commitments</p>
<p>Meetings of the Board are open to the public to observe.</p> <p>Every meeting of the Board includes an agenda item for public questions.</p> <p>Questions should be about an issue that is being discussed at that meeting.</p> <p>You can ask your question on the day of the meeting although you may have priority if you submit your question in advance. This may also help the Board to prepare a fuller answer.</p> <p>You can email your question to <a href="#">[email]</a></p>		<p>1.9 How to attend a meeting or ask a question</p>
<p><b>Proposals for establishing sub-groups</b></p>	<p>32-38</p>	
<p>The Board has three standing working groups and can set up other working groups as needed to deliver its priorities. Each group is chaired by someone sitting on the Board and is supported by a coordinator. The Board will agree terms of reference for each group and publish them on its website.</p> <p>The three standing subgroups are:</p> <p><b>Executive Sub Group</b> – This includes the four statutory members along with South Wales Police, Swansea Council for Voluntary Service and Welsh Government. Its role is to undertake detailed work on behalf of the Board. It is chaired by the chair of the Public Services Board.</p> <p><b>Research Sub Group</b> - This group contributes to the development of the Wellbeing Assessment by undertaking research and drafting reports. It includes researchers and</p>		<p>1.7 Working groups</p>

<p>analysts from the different organisations involved in the Board.</p> <p><b>Planning Sub Group</b> – This group contributes to the development of the Wellbeing Plan. It includes policy officers, partnership coordinators and practitioners from the different organisations involved in the Board.</p>		
<p><b>Procedure for inviting persons to participate in the activity of the Board</b></p>	16-23	
<p>Invited participants must be invited to participate in the Board by law although they are not required to accept the invitation. Once they accept the invitation, however, they will participate in the same way as a statutory member except they will not be involved in formal decision making. They are entitled to make representations to the board about the assessments of local well-being and local well-being plan, take part in Board meetings and provide other advice and assistance.</p> <p>The participants who must be invited are:</p> <ul style="list-style-type: none"> <li>• The Welsh Ministers</li> <li>• The Chief Constable of South Wales Police</li> <li>• The South Wales Police and Crime Commissioner</li> <li>• Probation Service Representative</li> <li>• Swansea Council of Voluntary Services</li> </ul> <p>Invited participants will be asked to join the Board in writing by the chair setting out the reasons for the invitation and the expectations upon the invitee.</p> <p>Other Partners are those organisations in the area who exercise functions of a public nature and who:</p> <ul style="list-style-type: none"> <li>• have a material interest in the well-being of the area</li> <li>• deliver important public services</li> <li>• are involved in the in the preparation, implementation and delivery of the work of the board</li> </ul> <p>These partners will include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Community and Town Councils</li> <li>• Public Health Wales</li> <li>• NHS Trust</li> <li>• Community Health Councils</li> <li>• National Park Authorities</li> <li>• HEFCW</li> <li>• Further or Higher Education institutions</li> <li>• Arts Council of Wales</li> <li>• Sports Council for Wales</li> <li>• National Library of Wales</li> </ul>		<p>4.2</p> <p>The difference between statutory members, invited participants and other partners</p>

<ul style="list-style-type: none"> <li>• National Museum of Wales</li> </ul> <p>Other Partners must be engaged in the work of the Board and may also be invited to be participants.</p> <p>The current list of invited participants can be found in the general guide.</p> <p>Other bodies, such as private companies, can be asked to make representations to the Board but organisations that do not exercise functions of a public nature cannot be invited to be involved as a participant.</p>		
<p><b>How the Board intends to involve those invited participants (and other partners)</b></p>		
<p>Having joined the Board, other partners will participate in meetings in the same way as other invited participants.</p>		<p><b>4.2</b></p> <p>The difference between statutory members, invited participants and other partners</p>
<p>As a statutory member or invited participant you must:</p> <ol style="list-style-type: none"> <li>Ensure that any designated representatives attending meetings of the Board should have the authority to make decisions on behalf of their organisation</li> <li>Provide information that the Board requests about any action they take that may contribute to achieving the well-being goals. However you are not required to provide information if; <ul style="list-style-type: none"> <li>• they consider it would be incompatible with their duties</li> <li>• it had an adverse effect on the exercise of their functions</li> <li>• they were prohibited from providing it by law</li> </ul> </li> <li>Provide the board with written reasons for your decision if you decide not to provide information that the board has requested</li> <li>Provide any evidence requested by the Council's designated scrutiny committee but only in respect of the exercise of joint functions conferred on you as a member of the Board</li> </ol> <p>Committed and consistent attendance by the right people has been identified as a key success factor by partners. As a</p>		<p><b>4.4</b></p> <p>Your responsibilities as a statutory member or invited participant</p>

<p>statutory member or invited participant you should do all that you can to fulfil this ideal.</p> <p>As a statutory member or invited participant you should demonstrate leadership by:</p> <ul style="list-style-type: none"> <li>a) Ensuring that you understand the sustainable development principle and by adopting the five sustainable development behaviours into your day to day work</li> <li>b) Ensuring that you are aware of the commitments that underpin the work of the Board and are able to take positive steps to promote them within your organisation</li> <li>c) Reflecting on and adopting the public service leadership behaviours developed by Academi Wales</li> <li>d) Contributing to shared planning and resourcing to deliver the wellbeing objectives and other priorities agreed by the Board</li> </ul>		
<p><b>The procedure for resolving disagreements between members relating to the Board's function</b></p>		
<p>In the event of a disagreement between statutory members it is the responsibility of the chair to mediate an agreement and to ensure that this is presented to the next available meeting of the Board or to a special meeting if required.</p>		<p>4.6</p> <p>Meetings and decision making</p>
<p><b>Any other terms the Board considers need setting</b></p>		
<p>As well as the points above the partnership manual sets out the Board's position on the following topics:</p> <p><b>General Guide</b></p> <ul style="list-style-type: none"> <li>• What is Swansea Public Services Board?</li> <li>• The purpose of the Board</li> <li>• How the Board makes a difference</li> <li>• The Sustainable Development Principle</li> <li>• Commitments</li> <li>• Who is on the Board?</li> <li>• Sub groups</li> <li>• How to find out about the work of the Board</li> <li>• How to attend a meeting or ask a question</li> <li>• How the Board is held to account</li> <li>• Contacts</li> </ul> <p><b>Guide for Practitioners</b></p> <ul style="list-style-type: none"> <li>• How the Board affects my work</li> <li>• Getting information</li> <li>• Getting involved</li> <li>• Resources</li> </ul> <p><b>Guide for Councillors</b></p> <ul style="list-style-type: none"> <li>• The relationship between the Board and the Council</li> </ul>		



<ul style="list-style-type: none"> <li>• The role of Welsh Government</li> <li>• How the Board is held to account</li> <li>• Getting information</li> <li>• Getting involved</li> <li>• Raising an issue</li> <li>• Resources</li> </ul> <p><b>Guide for Statutory Members, Invited Participants and Partners</b></p> <ul style="list-style-type: none"> <li>• The legal framework</li> <li>• The difference between statutory members, invited participants and other partners</li> <li>• The collective responsibilities of the Board</li> <li>• Your responsibilities as a statutory member or invited participant</li> <li>• Support for the Board</li> <li>• Meetings and decision making</li> <li>• Scrutiny and Accountability</li> <li>• Merging and collaboration</li> <li>• Review and Amendment</li> </ul>		
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# Swansea Public Services Board

## Partnership Manual

Making a visible difference for Swansea citizens



January 2017

## About This Manual

This manual is a guide to Swansea Public Services Board (referred to here as ‘the Board’).

It has two purposes:

First it provides a guide for anyone interested in the work of the Board and includes specific sections aimed at different groups of people affected by the Board’s work.

Second it is the Board’s formal terms of reference reflecting the requirements of the statutory guidance issued by the Welsh Government. The guide for Board Members sets out their responsibilities and roles. A technical annex formally sets out these terms of reference.

This manual has been informed by:

- Input from the statutory members of the Board
- Shared Purpose Shared Future: Welsh Government statutory guidance for Public Services Boards
- Consultation with Swansea Local Service Board Members, Councillors and public service professionals

This is the second version of the Partnership Manual and it was adopted by the Public Services Board in January 2017.

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## 1. General Guide

Swansea Public Services Board is a partnership of agencies working together to improve the way that services are provided - now and in the future.

In this section you can find out about:

[What is Swansea Public Services Board?](#)

[The purpose of the Board](#)

[How the Board will make a difference](#)

[The Sustainable Development Principle](#)

[Commitments](#)

[Who is on the Board?](#)

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[How to find out about the work of the Board](#)

[Contacts](#)

[How the Board is held to account](#)

[How to attend a meeting or ask a question](#)

### 1.1 What is Swansea Public Services Board?

Swansea Public Services Board is a partnership of public service agencies who work together to improve local services. The four statutory members of the Board are Abertawe Bro Morgannwg University Health Board, Natural Resources Wales, the Fire and Rescue Service and the Council. The Board also involves other organisations that have an interest in the wellbeing of the area for example the police and the universities. Support is provided by the City and County of Swansea.

Every local council area in Wales is legally required to have a Public Services Board. This is set out in the Well-being of Future Generations (Wales) Act 2015.

### 1.2 The purpose of the Board

The purpose of the Board is to improve the economic, social, environmental, health and wellbeing and cultural well-being of the City and County of Swansea.

The Board wants to see Swansea develop as a city and county of opportunity, a city that cares, a city of innovation and a city to be proud of.

In other words - **to make a visible difference for Swansea citizens.**

While the focus is local, the Board will also contribute to the [national and regional well-being goals](#) that have been set out by the Welsh Government. These are:

- **A prosperous Wales:** An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses

resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

- **A resilient Wales:** A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
- **A healthier Wales:** A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
- **A more equal Wales:** A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
- **A Wales of cohesive communities:** Attractive, viable, safe and well-connected communities.
- **A Wales of vibrant culture and thriving Welsh language:** A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
- **A globally responsible Wales:** A globally responsible Wales. A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being and the capacity to adapt to change (for example climate change).

To demonstrate that the Board's activities are contributing to the national and regional well-being goals the Board will set up a 'Wellbeing Panel'. The Panel, made up of local and /or national experts will assess the draft Well-being Plan against the requirements of the Act. The assessment will then be reviewed by scrutiny.

### **1.3 How the Board will make a difference**

The Board will make a difference by ensuring that public services are working together to address common priorities.

The Board has four main tasks:

1. To prepare and publish an assessment of the state of economic, social, environmental and cultural well-being in the City and County of Swansea
2. To prepare and publish a Local well-being Plan for the City and County of Swansea setting out local objectives and the steps it proposes to take to meet them
3. To take all reasonable steps to meet the local objectives it has set
4. To prepare and publish an annual report that sets out the Board's progress in meeting its local objectives

## 1.4 The Sustainable Development Principle

Sustainable development is the key principle of the Board's activities. This means working to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

Specifically sustainable development means taking into account the following [ways of working](#):

- **The Long term:** Balancing short-term needs with the need to safeguard the ability to meet long-term needs.
- **Prevention:** Acting to prevent problems occurring or getting worse.
- **Integration:** Making sure that each public agency considers the national well being goals and the objectives of other public bodies when setting their own priorities.
- **Collaboration:** Working with anyone that could help an organisation meet its well-being objectives.
- **Involvement:** Involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the local area.

The Board is committed to applying the sustainable development principle to all aspects of its decision making and actively using the principle when setting and delivering its priorities.

## 1.5 Commitments

Underpinning the work of the Board is a set of commitments that all Board Members and Participants sign up to when they join. These commitments are above and beyond the legal duties that the different organisations have.

### Healthy City Status

Swansea is part of the [Healthy Cities network](#) promoting good health and addressing health inequality in our communities

### Children and Young People's Rights

The Board is committed to making sure that services have a positive effect on children and young people in Swansea and have embedded the [United Nations Convention on the Rights of the Child](#) (UNCRC) into the way we set our policies

### Age Friendly Cities and Communities

The Board endorses the principles and actions set out in the [Dublin Declaration](#) on Age-Friendly Cities and Communities in Europe.

### Good Practice in Public Engagement

The Board endorses the [National Principles for Public Engagement in Wales](#) and will follow them in all engagement and consultation. The Board is committed to engaging people who are interested in improving local well-being in the development of both



the Well-being Assessment and the Well-being Plan and will strive to reflect the diversity of the population when doing so.

### **Participation of Children and Young People**

The Board is committed to the principles of the [National Standards for Children and Young People's Participation](#).

### **Armed Forces Community Covenant**

The Board is committed to the [Armed Forces Community Covenant](#) and to nurturing understanding and awareness amongst the public of the issues affecting the armed forces community.

### **Convention on Biological Diversity**

The Board is committed to delivering against the principles of the Convention on [Biological](#) Diversity as set out in the adopted [Swansea Local Biodiversity Action Plan 2005](#).

### **One Public Sector**

The Board is committed to [a culture that cuts across organisational boundaries](#) and sectors. Where everyone involved in the delivery of public services in Wales is part of this common endeavour, sharing common values and working together for the benefit of the people of Wales.

## **1.6 Who is on the Board?**

The Board has four statutory member organisations that are required by law to take part.

The statutory members are:

- The City and County of Swansea
- Abertawe Bro Morgannwg University Health Board
- Mid and West Wales Fire and Rescue Service
- Natural Resources Wales

A number of other public bodies have been invited to be involved as participants.

- Welsh Government
- The Chief Constable of South Wales Police
- The South Wales Police and Crime Commissioner
- Probation Service Representative
- Swansea Council for Voluntary Service
- DVLA
- Gower College
- Job Centre Plus
- University of Wales Trinity St David Swansea
- Swansea University

- Arts Council of Wales
- Wales Ambulances Services Trust

In addition the following partnership groups will be invited to attend meetings as partners:

- Swansea Business Forum
- Swansea Economic Regeneration Partnership
- Swansea CYP Executive Board
- Swansea Environmental Forum
- Healthy City/ Health Social Care and Well Being Partnership
- Safer Swansea Partnership
- Swansea Partnership Poverty Forum

Every year the Board will review its membership to ensure that the right organisations are involved depending on the priorities that it has set. In reviewing its membership the Board will pay particular attention to the national well-being goals in order to ensure that each is covered adequately by the Boards membership.

### **1.7 The Partnership Group**

All of the organisations involved in the Board meet as a Partnership Group.

The Partnership Group is responsible for:

- Ensuring that everyone who needs to be is involved and engaged in the work of the Board
- Communicating the work of the Board
- Supporting partner organisations to meet the sustainable development principle and ways of working
- Supporting partner organisations to meet the Board's commitments
- Providing leadership for public services in Swansea
- Developing the wellbeing assessment and the wellbeing plan

Meetings of the Partnership Group normally take place every two months and are open to anyone to come along, observe and ask questions.

### **1.8 The Core Group**

The four statutory members along with the Chief Constable of South Wales Police, Swansea Council for Voluntary Service and a representative from Welsh Government meet as the Core Group.

The Core Group is responsible for:

- Planning the work of the Board
- Setting the agendas for meetings
- Leading and managing the workstreams
- Reviewing and developing the Board

Meetings of the Core Group are not open to the public the minutes from these meetings are published on the agendas of Partnership Group Meetings. The Core Group will meet bimonthly, alternating with the Partnership Group meetings.

## **1.9 Workstreams**

The work of the Board will be done through workstreams including:

- The Research workstream responsible for preparing the Wellbeing Assessment. It includes researchers and analysts from the different organisations involved in the Board.
- The Planning workstream responsible for preparing the Wellbeing Plan. It includes policy officers, partnership coordinators and public service professionals from the different organisations involved in the Board.
- Priority Workstreams responsible for making a difference to key issues such as domestic abuse, older people's independence or the city centre

The way each workstream is organised is flexible however each has an agreed terms of reference and a plan for how it will make a difference.

Each workstream has a sponsor who is also on the Public Services Board. The sponsor is accountable for the workstream and ensures that the plan is achieved.

The Sponsor may also be supported by a second sponsor from a different organisation who can act as sponsor in their absence.

Each workstream also has a coordinator who manages the day-to-day work and ensures that tasks are completed.

Workstream participants will generally be from organisations on the Public Services Board but anyone able to contribute can be involved.

## **1.10 How to find out about the work of the Board**

Agenda packs and minutes for the Board are published on the PSB [webpages](#).

## **1.11 How to attend a meeting or ask a question**

Partnership Group meetings of the Board are open to the public to observe.

You can find the dates of Partnership Group meetings on the PSB [webpages](#).

Every Partnership Group meeting of the Board includes an agenda item for public questions.

Questions should be about an issue that is being discussed at that meeting.

You can ask your question on the day of the meeting although you may have priority if you submit your question in advance. This may also help the Board to prepare a fuller answer.

You can email your question to [swanseapsb@swansea.gov.uk](mailto:swanseapsb@swansea.gov.uk)

### **1.12 How the Board is held to account**

The Board is held to account by the Council's scrutiny councillors.

Formally the responsibility for scrutinising the work of the Board is with Swansea Council's Scrutiny Programme Committee. They have set up a special panel to undertake this role. The Public Services Board Scrutiny Panel includes councillors as well as people responsible for holding other public bodies to account.

This scrutiny panel will decide what aspects of the Board's work they want to investigate and gather evidence, including from the public, about the work that is being done. The panel's conclusions and recommendations are published in letters to the chair of the Board who must then reply, also by public letter.

You can find out about the work of the scrutiny panel and the rest of the scrutiny function on the [Council website](#).

### **1.13 Contacts**

Public Services Board

Web: [www.swansea.gov.uk/psb](http://www.swansea.gov.uk/psb)

Email: [swanseapsb@swansea.gov.uk](mailto:swanseapsb@swansea.gov.uk)

Tel: 01792 637314

## 2. Guide for Public Service Professionals

This guide gives you the information you need as a public service professional to work with Swansea Public Services Board.

For general information about Swansea Public Services Board please see the [General Guide](#).

Topics covered:

How the Board will affect my work

Getting information

Getting involved

Resources

### 2.1 How the Board affects my work

The Wellbeing Plan prepared by the Board, and the Wellbeing Assessment that informs it, cover all aspects of social, economic, environmental and cultural life in Swansea.

You will be particularly affected if:

- Your work involves research or evaluation – you should be aware of the Wellbeing Assessment and you may also wish to be involved in its production
- Your work involves policy development or partnership working – you should be aware of the Wellbeing Plan and you may also wish to be involved in its development
- Your work relates directly to one of the Wellbeing Objectives agreed as part of the Wellbeing Plan – you should be aware of the work taking place to deliver the objective and you may also wish to be directly involved in that work
- You work in one of the organisations participating in the work of the PSB

### 2.2 Getting information

Details of meetings including agenda packs and minutes are published on the [PSB website](#).

### 2.3 Getting involved

Your organisation may be represented on the Board in which case you can contact the relevant representative to ask how you can be involved.

You can also contact the sponsor or coordinator for the relevant working group if you are interested in the work that they are doing.

## 2.4 Resources

The activities of the Board will generate a number of resources that you can use for your own work. This will include:

**The Well-being Assessment:** Will bring together a range of quantitative and qualitative research in an assessment of the following outcomes, agreed by the Board as the starting point for its work:

- Children have a Good Start in Life
- People Learn Successfully
- Young People and Adults Have Good Jobs
- People Have a Decent Standard of Living
- People are Healthy, Safe and Independent
- People Have Good Places to Live and Work and Visit

**The Wellbeing Plan:** Following the Wellbeing Assessment this will focus on a small number of wellbeing objectives and identify how they can be delivered.

**Agendas and Minutes:** Reports and presentations relating to different aspects of the Board's work will include information relevant for you as a public service professional. The minutes of meetings will tell you what action is being taken in response to issues raised.

All of these documents, as well as other relevant reports, will be available on the Board's [web pages](#).

### **3. Guide for Councillors**

This guide gives you the information you need as a councillor to work with Swansea Public Services Board and hold it to account.

For general information about Swansea Public Services Board please see the [General Guide](#).

Topics covered:

[The relationship between the Board and the Council](#)

[The role of Welsh Government](#)

[How the Board is held to account](#)

[Getting information](#)

[Getting involved](#)

[Raising an issue](#)

[Resources](#)

#### **3.1 The relationship between the Board and the Council**

The Council is a statutory member of the Board and both the Leader and the Chief Executive (or their representatives) are required to participate by law.

The Leader of the Council currently chairs the Board and other Cabinet Members take part as invited participants when, for example, they are chairing affiliated partnerships.

The Council is required to undertake scrutiny of Swansea Public Services Board and to nominate a committee for this purpose. As Swansea only has one scrutiny committee the Scrutiny Programme Committee automatically performs this role. Some of the work of scrutinising the Board has been delegated by the Scrutiny Programme Committee to a Public Services Board Scrutiny Panel. The Committee, however, retains statutory responsibility.

The Council is also required to provide administrative support for the Board although funding this support is the responsibility of all of the members.

#### **3.2 The role of Welsh Government**

Welsh Ministers must be invited to participate in the Board and may nominate a representative to attend on their behalf.

Welsh Ministers are not required to approve either the Wellbeing Assessment or the Wellbeing Plan. They can, however, direct the Board to review its local well-being plan or refer a plan to the relevant local authority scrutiny committee if it is not considered sufficient. This may be, for example, due to an adverse report by the Future Generations Commissioner for Wales or a Ministerial concern that statutory duties are not being met.

### **3.3 How the Board is held to account**

The Board is held to account primarily through scrutiny.

Scrutiny councillors have the power to:

- review or scrutinise the decisions made or actions taken by the public services board;
- review or scrutinise the board's governance arrangements;
- make reports or recommendations to the board regarding its functions or governance arrangements;
- consider matters relating to the board as the Welsh Ministers may refer to it and report to the Welsh Ministers accordingly; and
- carry out other functions in relation to the board that are imposed on it by the Act.

The Board is also accountable to Welsh Government Ministers and the Future Generations Commissioner either of whom can refer the Wellbeing plan or the Wellbeing Assessment to scrutiny if they feel it is not adequate.

The Wales Audit Office will assess whether organisations are contributing to the Board as part of their normal work but cannot undertake an assessment of the Board itself.

### **3.4 Getting information**

Details of meetings including agenda packs and minutes are published on the [PSB website](#).

### **3.5 Getting involved**

The Board is keen to involve people who can contribute to its work.

You can contact any of the Cabinet Members who sit on the Board.

You can contact the Chair of the Scrutiny Programme Committee or relevant scrutiny officer if you want to find out the work that scrutiny is doing in respect of the Board.

You can also contact the sponsor or coordinator for the relevant working group if you are interested in the work that they are doing.

### **3.6 Raising an issue**

As a councillor you can raise an issue or concern in three ways:

- a) Through the Cabinet Members who are directly involved in the Board including the Leader
- b) Through the scrutiny panel
- c) By attending a meeting and asking a question



### 3.7 Resources

The activities of the Board will generate a number of resources that you can use in your role as a councillor. This will include:

**The Well-being Assessment:** Will bring together a range of quantitative and qualitative research in an assessment of the following outcomes, agreed by the Board as the starting point for its work:

- Children have a Good Start in Life
- People Learn Successfully
- Young People and Adults Have Good Jobs
- People Have a Decent Standard of Living
- People are Healthy, Safe and Independent
- People Have Good Places to Live and Work and Visit

**The Wellbeing Plan:** Following the Wellbeing Assessment this will focus on a small number of wellbeing objectives and identify how they can be delivered.

**Agendas and Minutes:** Reports and presentations relating to different aspects of the Board's work will include information relevant for you as a councillor. The minutes of meetings will tell you what action is being taken in response to issues raised.

All of these documents, as well as other relevant reports, will be available on the Board's [web pages](#).

## 4. Guide for Statutory Members, Invited Participants and Partners

This guide gives you the information you need to be a member, invitee or partner of Swansea Public Services Board. It gives you advice on how to work effectively and tells you what you need to do in order to comply with the Welsh Government's statutory guidance.

For general information about Swansea Public Services Board please see the General Guide.

In this section you can find out about:

The legal framework

The difference between statutory members, invited participants and other partners

The collective responsibilities of the Board

Your responsibilities as a statutory member or invited participant

Support for the Board

Meetings and decision making

Scrutiny and Accountability

Merging and collaboration

Review and Amendment

### 4.1 The legal framework

Swansea Public Services Board (the Board) is a statutory board established by the Well-being of Future Generations (Wales) Act 2015.

Information about the Act can be found on the [Wales We Want website](#).

The Statutory Guidance for Public Services Boards can be found on the [Welsh Government website](#).

### 4.2 The difference between statutory members, invited participants and other partners

The four Statutory Members are the formal decision makers who are responsible for the functioning and activities of the Board. They are required to participate under the terms set by the statutory guidance.

The four statutory members of the Board are:

- **The City and County of Swansea** (Leader and Chief Executive)
- **Abertawe Bro Morgannwg University Health Board** (Either the Chairman, Chief Executive or both)
- **Mid and West Wales Fire and Rescue Service** (Either the Chairman, Chief Officer or both)
- **Natural Resources Wales** (Chief Executive)

Invited participants must be invited to participate in the Board by law although they are not required to accept the invitation. Once they accept the invitation, however, they will participate in the same way as a statutory member except they will not be involved in formal decision making. They are entitled to make representations to the board about the assessments of local well-being and local well-being plan, take part in Board meetings and provide other advice and assistance.

The participants who must be invited are:

- The Welsh Ministers
- The Chief Constable of South Wales Police
- The South Wales Police and Crime Commissioner
- Probation Service Representative
- Swansea Council for Voluntary Service

Invited participants will be asked to join the Board in writing by the chair setting out the reasons for the invitation and the expectations upon the invitee.

Other Partners are those organisations in the area who exercise functions of a public nature and who:

- have a material interest in the well-being of the area
- deliver important public services
- are involved in the in the preparation, implementation and delivery of the work of the board

These partners will include, but are not limited to:

- Community and Town Councils
- Public Health Wales
- Wales Ambulance Services NHS Trust
- Community Health Councils
- National Park Authorities
- HEFCW
- Further or Higher Education institutions
- Arts Council of Wales
- Sports Council for Wales
- National Library of Wales
- National Museum of Wales

Other Partners must be engaged in the work of the Board and may also be invited to be participants.

Having joined the Board, other partners will participate in meetings in the same way as other invited participants.

The current list of invited participants can be found in the [general guide](#).

Other bodies, such as private companies, can be asked to make representations to the Board but organisations that do not exercise functions of a public nature cannot be invited to be involved as a participant.

### **4.3 The collective responsibilities of the Board**

To comply with the Act and guidance the Board must ensure that it:

- a) Prepares and publishes an assessment of the state of economic, social, environmental and cultural well-being in its area no later than a year before it publishes its local well-being plan
- b) Prepares and publishes a local well-being plan setting out its local objectives and the steps it proposes to take to meet them no later than 12 months following the local government ordinary election in 2017 and no later than 12 months after each subsequent ordinary election.
- c) Prepares and publishes an annual report no later than 14 months after the publication of its first local well-being plan in order to enable the board to report on the full year's activity. This report will set out the steps taken since the publication of the Board's most recent local well-being plan to meet the objectives set out in the plan.
- d) Prepares and publishes an annual report no later than one year after the publication of each previous annual report except for the years following local government elections when a new local well-being plan is being prepared and published).
- e) Sends a copy of the well-being assessment, the well-being plan and each annual report to the Welsh Ministers, the Commissioner, the Auditor General for Wales and the council's overview and scrutiny committee.
- f) Engages in a purposeful relationship with the people and communities in the area, including children and young people, Welsh-speakers and those with protected characteristics, in all aspects of its work.
- g) Ensures that its processes operate with propriety and impartiality
- h) Is alive to the risks of any perception arising that a particular group is being afforded excessive access to, or influence over a board's deliberations.
- i) Takes additional steps outside of meetings to ensure that the public voice is heard and helps to shape both the well-being assessment and well-being plan.
- j) Provides opportunities for people to raise and debate ideas through online and offline engagement arrangements.

### **4.4 Your responsibilities as a statutory member or invited participant**

As a statutory member or invited participant, to comply with the Act and guidance you must:

- a) Ensure that any designated representatives attending meetings of the Board should have the authority to make decisions on behalf of their organisation
- b) Provide information that the Board requests about any action they take that may contribute to achieving the well-being goals. However you are not required to provide information if;
  - they consider it would be incompatible with their duties
  - it had an adverse effect on the exercise of their functions

- they were prohibited from providing it by law
- c) Provide the board with written reasons for your decision if you decide not to provide information that the board has requested
- d) Provide any evidence requested by the Council's designated scrutiny committee but only in respect of the exercise of joint functions conferred on you as a member of the Board

Committed and consistent attendance by the right people has been identified as a key success factor by partners. As a statutory member or invited participant you should do all that you can to fulfil this ideal.

As a statutory member or invited participant you should demonstrate leadership by:

- a) Ensuring that you understand the sustainable development principle and by adopting the five sustainable development behaviours into your day to day work. You can find the behaviours here.
- b) Ensuring that you are aware of the commitments that underpin the work of the Board and are able to take positive steps to promote them within your organisation
- c) Reflecting on and adopting the public service leadership behaviours developed by Academi Wales
- d) Contributing to shared planning and resourcing to deliver the wellbeing objectives and other priorities agreed by the Board

#### **4.5 Support for the Board**

The City and County of Swansea is required to provide administrative support for the Board is provided by the City and County of Swansea. This includes:

- Ensuring the public services board is established and meets regularly
- Working with the other Core members to prepare the agenda and commissioning papers for meetings in equal partnership with the Core members
- Inviting participants and managing attendance
- Work on the annual report
- Preparation of evidence for scrutiny

However it is for the board as a whole to determine how it will resource the functions it has to undertake, which are a responsibility of all the statutory members equally. Statutory Members will also be invited (but not required) to contribute towards the financial costs of administrative support.

Beyond administrative support it is for the Board to determine appropriate and proportionate resourcing of the board's collective functions.

All members and invited participants will be expected to provide advice, assistance, and resources to the board for example in the form of analytical or professional expertise. While members and invited participants cannot be required to provide financial assistance the Board will, from time to time, ask for voluntary financial contributions to fund work on the Board's priorities. Participants may also provide

advice, assistance, and other 'in kind' resources to the board for instance in the form of analytical or professional expertise.

#### **4.6 Meetings and decision making**

Board decisions, for example the agreement of the assessment of local well-being and the local well-being plan, are only valid when made jointly and unanimously by all statutory members and with all statutory members in attendance.

In the event of a disagreement between statutory members it is the responsibility of the chair to mediate an agreement and to ensure that this is presented to the next available meeting of the Board or to a special meeting if required.

The quorum of a public services board meeting is all of its four statutory members.

The Board will hold a "mandatory meeting" chaired by the City and County of Swansea, no later than 60 days after each subsequent ordinary election of councillors.

The statutory members will appoint a chair and vice chair at the mandatory meeting from the statutory members of the invited participants.

Membership, including the chair and vice chair will be reviewed annually following the mandatory meeting.

At this meeting the Board will:

- Determine when and how often it meets.
- Review and agree its terms of reference

Ordinary meetings of the Board will take place, as a minimum, every two calendar months at a time and venue to be agreed by the members.

Each meeting will consider, but not be limited to, the following agenda items:

- Welcome and apologies
- Declarations of interest
- Public questions
- Minutes of the last meeting
- Progress on well-being objectives
- Forward workplan

Meetings of the Board are open to members of the public to observe and to ask questions about any substantive agenda item.

#### **4.7 Scrutiny and Accountability**

The role of scrutiny is to provide challenge and support in order to secure continuous improvement for the Board.

In order to assure democratic accountability there is a requirement for a designated local government scrutiny committee of the relevant local authority to scrutinise the work of the public services board.

Scrutiny of the Board is the responsibility of the Council's Scrutiny Programme Committee. A multi-agency panel is the agreed method for undertaking scrutiny that includes, alongside councillors, the following non executive members from Core Group Member organisations as co-opted members:

- Abertawe Bro Morgannwg University Health Board - Non-executive Board Member
- Member of the South Wales Police and Crime Panel
- Member of the Performance, Audit and Scrutiny Committee, Mid and West Wales Fire Authority
- Swansea Council of Voluntary Services - Non-executive management Committee Member

Scrutiny councillors have the power to:

- review or scrutinise the decisions made or actions taken by the public services board;
- review or scrutinise the board's governance arrangements;
- make reports or recommendations to the board regarding its functions or governance arrangements;
- consider matters relating to the board as the Welsh Ministers may refer to it and report to the Welsh Ministers accordingly; and
- carry out other functions in relation to the board that are imposed on it by the Act.

Welsh Ministers have a power to refer the Well-being Plan to the local scrutiny committee if it is not considered sufficient; for example, due to an adverse report by the Future Generations Commissioner for Wales or a concern statutory duties are not being met.

The scrutiny committee or panel can require any member of the board to give evidence, but only in respect of the exercise of joint functions conferred on them as a member of the Board.

Scrutiny must send a copy of any report or recommendation it makes to the Welsh Ministers, the Commissioner and the Auditor General for Wales.

#### **4.8 Merging and collaboration**

The legislation allows for two or more public services boards to merge or collaborate if it would assist them in contributing to the achievement of the well-being goals. But only if:

- the same Local Health Board is a member of each board seeking or being directed to merge, and
- no other Local Health Board is a member of any of those boards.

A board collaborates if it—

- co-operates with another board,
- facilitates the activities of another board,
- co-ordinates its activities with another board,
- exercises another board's functions on its behalf, or
- provides staff, goods, services or accommodation to another board.

The Board will actively seek opportunities to address issues, such as those raised by the wellbeing assessment, at a regional level in collaboration with other Public Services Boards, either formally within the context of relevant legislation or informally as appropriate.

#### **4.9 Review and Amendment**

While the Board must review these terms of reference at the mandatory meeting, the Board may review, and agree to amend it at any time as long as all statutory members agree.



# Agenda Item 6

## **Public Services Board Scrutiny Performance Panel** **Draft Work Plan for 2018/2019**

All meetings are scheduled to commence at 10am.

Meeting 1 Wednesday July 18 <sup>th</sup> 2018 Committee Room 3B	<ul style="list-style-type: none"><li>• Terms of Reference</li><li>• Governance overview report from Rob Stewart as Chair of PSB. Questions sent in advance</li><li>• Discussion Session</li></ul>
Meeting 2 Wednesday 8 <sup>th</sup> August Committee Room 5	ABMU <ul style="list-style-type: none"><li>• Q&amp;A – responses to question list in advance</li><li>• Organisation delivering under an objective</li></ul>
Meeting 3 Wednesday 3 <sup>rd</sup> October Committee Room 5	NRW <ul style="list-style-type: none"><li>• Q&amp;A – responses to question list in advance</li><li>• Organisation delivering under an objective</li></ul>
Meeting 4 Wednesday 5 <sup>th</sup> December Committee Room 5	MID-WEST WALES FIRE SERVICE <ul style="list-style-type: none"><li>• Q&amp;A – responses to question list in advance</li><li>• Organisation delivering under an objective</li></ul>
Meeting 5 Wednesday 6 <sup>th</sup> February Civic Centre Committee Room 1	Swansea Council <ul style="list-style-type: none"><li>• Q&amp;A – responses to question list in advance</li><li>• Organisation delivering under an objective</li></ul>
Meeting 6 Wednesday 3 <sup>rd</sup> April Committee Room 5	Review Session

- August – Review Action Plans - TBA
- Reviewing objectives
- Meet with Suzy Richards