



Report of the Chair of Swansea PSB, Cllr Rob Stewart

PSB Scrutiny Panel, 6th June 2018

Swansea Public Service Board Governance Arrangements

Purpose:	To answer questions received from Scrutiny reviewing governance arrangements
Content:	A response to questions received
Councillors are being asked to:	Feedback any comments or suggestions.
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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.

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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