



Notice of Meeting

You are invited to attend a Meeting of the

Swansea Public Services Board

At: Remotely via Microsoft Teams

On: Thursday, 13 July 2023

Time: 1.30 pm

Watch Online: <https://bit.ly/3pjtdvr>

Agenda

Page No.

Preliminary Matters:

- 1 Election of Chair for the Municipal Year 2023-2024.
 - 2 Election of Vice Chair for the Municipal Year 2023-2024.
 - 3 Apologies for Absence.
 - 4 Disclosures of Personal & Prejudicial Interest.
www.swansea.gov.uk/disclosuresofinterests
 - 5 **Minutes.** 2 - 5
To approve and sign the Minutes of the previous meeting(s) as a correct record.
 - 6 **Public Question Time.**
Questions can be submitted in writing to Democratic Services democracy@swansea.gov.uk up until noon on the working day prior to the meeting. Written questions take precedence. Public may attend and ask questions in person if time allows. Questions must relate to items on the open part of the agenda and will be dealt within a 10 minute period.
- Items for Discussion / Decision / Approval:**
- 7 **Update on Public Services Board Action Plan. (Ness Young)** 6 - 41
 - a. Final Plan;
 - b. Progress Report
 - 8 **Swansea Public Services Board Terms of Reference. (Ness Young)** 42 - 53

For Information:

9 Future Work Programme:

- Area Planning Board Annual Report
- Update on GP Clusters

Next Meeting: Thursday, 12 October 2023 at 3.00 pm



Huw Evans
Head of Democratic Services
Friday, 7 July 2023

Contact: Democratic Services - 01792 636923

Agenda Annex

Swansea Public Services Board – Membership

Statutory Members (Joint Committee and Partnership Forum)

Keith Lloyd - <i>Swansea Bay University Health Board</i>
Councillor Rob Stewart – <i>Leader - Swansea Council</i>
Councillor Gwynfor Thomas - <i>Mid & West Wales Fire Authority</i>
Martyn Evans - <i>Head of Operations South West Wales – Natural Resources Wales</i>
Martin Nicolls – <i>Chief Executive - Swansea Council</i>

Designated Representatives:

Nerissa Vaughan - <i>Interim Executive Director of Planning & Strategy – Swansea Bay University Health Board</i>
Karen Stapleton - <i>Deputy Executive Director of Planning & Strategy – Swansea Bay University Health Board</i>
Keith Reid - <i>Executive Director - Public Health, Swansea Bay University Health Board</i>
Ness Young - <i>Interim Director of Corporate Services - Swansea Council</i>
Andrea Lewis - <i>Cabinet Member for Service Transformation - Swansea Council</i>
Roger Thomas - <i>Chief Fire Officer - Mid & West Wales Fire & Rescue Service</i>

Invited Participants (Joint Committee and Partnership Forum)

Professor Chris Jones – <i>Welsh Government</i>
Trudi Meyrick - <i>Chief Superintendent - South Wales Police</i>
Amanda Carr - <i>Swansea Council for Voluntary Service</i>
Alun Michael - <i>Police and Crime Commissioner</i>
Mark Brace - <i>Assistant Commissioner - South Wales Police and Crime Commissioners Office</i>
Mark Wade - <i>Health & Housing</i>
Deanne Martin – <i>HM Prison & Probation Service</i>

Invited Participants (Partnership Forum)

Louise Gibbard - <i>Cabinet Member for Care Services - Swansea Council</i>
Hayley Gwilliam – <i>Cabinet Member for Community (Support) - Swansea Council</i>
David Hopkins - <i>Cabinet Member for Corporate Service & Performance - Swansea Council</i>
Erika Kirchner – <i>Councillor - Swansea Council</i>
Alyson Pugh - <i>Cabinet Member for Well-being - Swansea Council</i>
Robert Smith - <i>Cabinet Member for Education & Learning - Swansea Council</i>
Andrew Stevens - <i>Cabinet Member for Environment & Infrastructure</i>
Hilary Dover - <i>Planning Group</i>
Vacancy - <i>Swansea University</i>
Anna Jones - <i>University of Wales Trinity Saint David</i>
Sarah King - <i>Gower College Swansea (Director of HR)</i>
Jayne Brewer - <i>Gower College Swansea (Head of Employer Development)</i>
Matthew Bennett - <i>Job Centre Plus</i>
Hywel Evans - <i>Regional Business Forum</i>
Keith Baker - <i>Swansea Economic Regeneration Partnership</i>
Philip McDonnell - <i>Swansea Environmental Forum</i>
Mike Phillips - <i>Research Group</i>
Steve Davies - <i>Mid & West Wales Fire & Rescue Service</i>
To be confirmed - <i>DVLA</i>
To be confirmed - <i>Swansea Learning Partnership</i>

Agenda Item 5



Minutes of the Swansea Public Services Board Joint Committee

Remotely via Microsoft Teams

Thursday, 27 April 2023 at 3.00 pm

Present: Councillor A S Lewis (Chair) Presided

Chief Inspector Declan Cahill, South Wales Police
Amanda Carr, Swansea Council for Voluntary Service
Craig Flannery, Mid & West Wales Fire & Rescue Service
Helen Grey, Natural Resources Wales
Professor Chris Jones, Welsh Government
Bailie Jones, Mid & West Wales Fire & Rescue Service
Keith Lloyd, Swansea Bay University Health Board
Deanne Martin, HM Prison & Probation Service
Jenny McConnell, Future Generations Office
Jeremy Parkhouse, Swansea Council
Keith Reid, Public Health, Swansea Bay University Health Board
Amy Richmond-Jones, Mid & West Wales Fire & Rescue Service
Gwynfor Thomas, Mid & West Wales Fire & Rescue Authority
Mark Wade, Health & Housing Group
Derek Walker, Future Generations Commissioner for Wales
Ness Young, Interim Director of Corporate Services, Swansea Council

Apologies for Absence

Leanne Ahern, Swansea Council
Martyn Evans, Natural Resources Wales
Karen Stapleton, Swansea Bay University Health Board
Rob Stewart, Swansea Council
Roger Thomas, Mid & West Wales Fire & Rescue Service
Emma Woollett, Swansea Bay University Health Board

50 Disclosures of Personal & Prejudicial Interest.

No declarations were made.

51 Minutes.

Resolved that the Minutes of the Swansea Public Services Board Joint Committee held on 9 February 2023 be approved as a correct record.

52 Public Question Time.

None.

53 Introductions - Future Generations Commissioner.

Derek Walker, Future Generations Commissioner for Wales introduced himself to the Committee, outlining his background, the progress he has made since his appointment, the requirements of the role and how he intended focussing upon outcomes.

He emphasized common themes within public bodies, sharing good practice, PSB's having consistent approaches / frameworks, effective collaboration, collective learning and focussing upon fewer issues but with more depth.

He noted that he would publish his plans in October 2023.

The Committee welcomed the challenge to the public sector, the advocacy and facilitator elements of the role. The consistency of PSB's was also highlighted and the Chair commented that a meeting of PSB Chairs would be a beneficial development.

The Chair thanked the Future Generations Commissioner for attending the meeting.

54 Local Well-being Plan for Final Approval.

Ness Young, Interim Director of Corporate Services presented for approval the Swansea Public Services Board Local Well-being Plan 2023-2028.

She highlighted that the Plan had been approved by all the Statutory partners and would be published at the end of the month.

Resolved that the Swansea Public Services Board Local Well-being Plan 2023-2028 be approved.

55 Swansea Public Services Board (PSB) Well-being Plan 2023-24 Action Plan.

Ness Young provided a report which updated the PSB on the development of the 2023-24 action plan and proposed next steps.

Ness highlighted the 8 steps identified and the individuals who had volunteered to act as Strategic Leads for each of them. Appendix A provided the actions which had been developed as initial drafts by the Strategic Leads in consultation with statutory PSB partners. The actions sought to reflect the content of the Well-being Plan and the assessment which underpinned it.

It was proposed that Strategic Leads would engage the wider PSB membership to continue to work on the actions.

It was also proposed that a Strategic Lead Officers meet to ensure the actions were aligned and connections between them were maximised. Subject to the PSB's agreement, the Strategic Leads Officers would aim to finalise the Action Plan by the end of May to ensure implementation could commence within the first quarter of 2023-24.

It was noted that once the Action Plan was finalised, it was proposed that Strategic Leads report progress on their steps to each formal PSB meeting. Further detailed performance management arrangements would be developed under Step 8 and would be presented to the PSB later in the year.

A proposed timetable and process for developing actions for 2024-25 and beyond would be presented to the PSB at the third quarter meeting in 2023-24.

The Committee commented upon the proposals and the need to avoid duplication / any gaps was highlighted.

Resolved that: -

- 1) The comments on the draft 2023-24 action plan at Appendix A be noted.
- 2) Strategic Leads should engage all invited PSB participants and Partnership Forum members to work with them to finalise the plan by the end of May 2023.
- 3) An update report on the action plan as a standing item at future PSB meetings, be agreed.

56 Frequency of Meetings / Terms of Reference.

Ness Young provided a verbal update on the frequency of meetings and terms of reference.

She added that a review of the terms of reference was required. It was noted that future meetings would be held quarterly and highlighted the need to hold informal meetings. Amending the title was also discussed, particularly dropping 'Joint'.

Resolved that: -

- 1) Future meetings be held quarterly.
- 2) Informal meetings be held in between quarterly meetings.
- 3) The title be amended to 'Swansea Public Services Board'.

57 Partnership Forum.

The Committee were updated on the following: -

- Population Health Strategy

Keith Reid, Executive Director of Public Health provided an update on the Population Health Strategy (PHS), which was approved by Swansea Bay University Health Board on 31 March 2023.

He outlined the differences the Strategy would make to the work of the Health Board, particularly in showing a clear commitment by the Board in targeting the Marmot

Principles. He highlighted the 4 pillars identified by the Board to support the PHS as follows: -

- 1) Delivery of clinical offer and population health benefits.
- 2) Workforce.
- 3) Behaviour as a corporate entity.
- 4) Behaviour in the partnership space.

He added that the Health Board was working through progressing the Strategy, focussing upon what it can do for its population and how it can work in partnership with other organisations.

- Natural Resources Wales Corporate Plan.

The link to the NRW Corporate Plan, which had been recently approved was shared with the Committee.

The Chair thanked the organisations for their updates.

58 Future Work Programme:

The future work programme was provided for information.

59 Future Meeting Dates:

The future meeting dates were provided for information.

The meeting ended at 4.00 pm

Chair

Agenda Item 7



Swansea Public Services Board – 13 July 2023

Update on Public Services Board Action Plan

Purpose:	To update the PSB on the development of the 2023-24 action plan and progress on the steps to date.
Recommendation(s):	It is recommended that: 1) The Board notes the progress made in quarter 1 of 2023-24 and agrees to receive an update report on the action plan and its progress as a standing item at future PSB meetings.
Report Author:	Ness Young

1. Introduction

- 1.1 Since the last PSB meeting held on 27th April 2023, the action plan has been finalised (see Appendix A) and the Strategic Leads report explaining the progress on their steps (and any contributions to other steps) is reported in Appendix B.
- 1.2 Both of these items will be presented as a standard item to each formal PSB meeting (i.e. once a quarter).
- 1.3 A proposed timetable and process for developing actions for 2024-25 and beyond will be presented to the PSB at the final 2023-24 PSB meeting.

Background Papers: None

Appendices:

- Appendix A - Final plan
- Appendix B - Progress report

Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan – Appendix A

Wellbeing Plan Step 1: To support the transformation of Early Year Services in Swansea to provide better support for children to have the best start in life.

Strategic Lead: Karen Stapleton

Name: Karen Stapleton

Organisation: SBUHB

Email Address: karen.stapleton@wales.nhs.uk

Operational Lead: Alison Williams/Gary Mahoney

Name: Alison Williams/Gary Mahoney

Organisation: Swansea Council

**Email Address: alison.williams@swansea.gov.uk/
gary.mahoney@swansea.gov.uk**

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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure
Identify a lead sponsor for the integration toolkit, the Early Years Maternity Maturity Matrix (EYMMM)	Sponsor identified and attending PSB to ensure the work is highlighted and driven		April 2023	KS/AW/GM	Sponsor identified
Integrate the work of the Early Years Steering Group with the PSB wellbeing objectives from Swansea & NPT	A single action plan that supports outcomes from Early Years Integration Transformation (EYIT), PSB Wellbeing Objective, incorporating recommendations from EYMMM & EYIT evaluation		September 2023	Early Years Steering Group	Amended Terms of Reference for the group to ensure clarity
Develop a framework with performance measures.	Agencies working towards agreed performance measures		March 2024	Early Years Steering Group	Framework developed, in place and used by all partners

Develop a Swansea Bay Early Years Maternity Strategy, to bring together different strategies from Swansea, NPT & SBUHB	A single action plan that supports outcomes from Early Years Integration Transformation (EYIT), PSB Wellbeing Objective, incorporating recommendations from EYMMM & EYIT evaluation		March 2024	All agencies – lead by the early Years Steering Group	Multi agency strategy developed, in place and used by all partners
Engage key stakeholders and public around an action plan, and better understand population needs	Action plan and recommendations taken to the public		March 2023/ May 2024/ ongoing	GM	Action plans informed by process
Key Performance Indicator for Action 1:		2023-24 Target:			
Page 8					
Key Performance Indicator for Action 2:		2023-24 Target			

Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan

Wellbeing Plan Step 2: To build on Swansea's 2022 declaration of being a Human Rights City

Strategic Lead:

Name: Ness Young
Organisation: Swansea Council
Email Address: ness.young@swansea.gov.uk

Operational Lead:

Name: Adele Dunstan
Organisation: Swansea Council
Email Address: adele.dunstan@swansea.gov.uk

2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure
To work with stakeholders to develop and deliver an action plan that supports the declaration of Swansea being a Human Rights City.	Across Swansea there is evidence that the following Human Rights principles are being proactively applied: <ul style="list-style-type: none"> • Embedding Human Rights • Equality & non-discrimination • Empowering people • Participation • Accountability 	Stakeholder Engagement Workshop	16 June 2023	Adele Dunstan	Case study evidence at year end of a human rights approach in respect of: <ul style="list-style-type: none"> • Tackling poverty • Vulnerable children and families • Tackling discrimination • Domestic violence and abuse Evidence of an increase in Human Rights awareness across the city
		1st Draft of action plan	30 June 2023	Adele Dunstan	
		Final Draft	31 July 2023	Adele Dunstan	
		1 st year action plan completion	31 March 2024	Adele Dunstan	

2023-24 Target: Develop a five year action plan and implement the first year resulting in evidence of an increase in awareness of human right across the city and county

<p>Creation of a Human Rights Stakeholder Panel</p> <p>Page 10</p>	<p>To act as a ‘critical friend’ to the Council and Swansea’s Public Services Board partner organisations in their design and fulfilment of their Human Rights City action plans by contributing their expertise and experience from an independent perspective.</p>	<p>Mapping exercise of existing stakeholder panels and engagement networks</p>	<p>16 June 2023</p>	<p>Adele Dunstan</p>	<p>Independent feedback is received from stakeholder group on action plan impact</p> <p>Panel is involved in review of year 1 action plan implementation and development of year 2 actions</p>
		<p>Advertisement of Stakeholder panel and Registering expression of interests</p>	<p>30 June 2023</p>	<p>Adele Dunstan</p>	
		<p>Panel formed and first meeting</p>	<p>30 September 2023</p>	<p>Adele Dunstan</p>	
		<p>Panel involved in review of year 1 action plan and development of year 2 actions</p>	<p>31 March 2024</p>	<p>Adele Dunstan</p>	

2023-24 Target: Human Rights City Stakeholder Panel is established and makes a positive contribution to the delivery of Step 2

Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan

Wellbeing Plan Step 3: Working towards Swansea's net zero target and nature recovery

Strategic Lead (interim):

Name: Martyn Evans

Organisation: Natural Resources Wales

Email Address: martyn.p.evans@cyfoethnaturiolcymru.gov.uk

Operational Lead:

Name: Jane Richmond / Helen Grey

Organisation: Swansea Council / Natural Resources Wales

Email Address: Jane.Richmond@swansea.gov.uk
helen.s.grey@cyfoethnaturiolcymru.gov.uk

Page	2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure
Map	<p>Map the arrangements in place in climate signatories' organisations to tackle climate change and nature recovery in the city and county of Swansea to build capacity and capability, through</p> <p>a) sharing of good practice and innovation b) identification of collaborative adaptation and mitigation actions</p>	<p>Improved understanding of who is doing what across the city and county of Swansea to ensure a more cohesive and coordinated approach to ensuring a just and equitable transition to net zero by 2050 by taking action to adapt to and mitigate the impacts of climate change and enable nature recovery, with resources understood and better utilised.</p>	Establish Climate Signatories Group as delivery group for PSB action under Step 3	30 th June 2023	Jane Richmond, Climate Signatories Group Chair	Climate Signatories Group agree to be PSB Delivery Group and ToR reflect this
			Define the exercise scope and gather relevant documents gathered	30 June 2023	TBC	Scope agreed by PSB
			Group present map and analyses to PSB, including examples of good practice and collaborative opportunities	31 December 2023	TBC	PSB approves the map and agrees key areas of future action on good practice sharing /

					innovation and collaboration
		Produce an action plan to take forward in 2024-25	31 March 2024	TBC	PSB agrees 2024-25 action plan
Key Performance Indicator for Action 1: By the end of March 2024 there is an action plan for 2024-25 which sets out how the PSB will share good practice, identify, and share innovation and work collaboratively to add value to work of individual organisations					
2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure
Produce an independent adaptation and mitigation strategy for the city and county of Swansea, taking account of the seven wellbeing goals and the Climate Change signatories' statutory functions and responsibilities	Swansea has a climate change and nature recovery adaptation and mitigation strategy which has been agreed by the Climate Signatories Group and the PSB which will inform the development, in 2024-25, of an action plan for 2024-28.	Undertake and report to PSB a desktop risk assessment of the key climate change (CCRA3) risks for Swansea to inform adaptation and mitigation plan	31 st August 2024	TBC	Report and recommendations adopted by PSB, with key risks / actions allocated a lead organisation to take forward
		Secure funding to commission independent consultant to develop an adaptation and mitigation strategy for Swansea	31 July 2023	TBC	Funding secured to enable an independent strategy to be produced
		Commission consultant	30 September 2023	TBC	Consultant is commissioned in time to enable strategy to be

					produced by March 2025
		Draft strategy presented to PSB	31 March 2024	TBC	Strategy is produced to time, and quality required
		Plan in place to consult and engage PSB members and climate and nature charter signatories on the draft strategy	30 June 2024	TBC	Appropriate communications and engagement are in place to take the draft strategy forward in 2025
Key Performance Indicator for Action 2: The PSB has produced a final independent adaptation and mitigation strategy for the city and county of Swansea, by 30 June 2024					

Action 1: Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan

Wellbeing Plan Step 4: Making Swansea safer, more cohesive, and prosperous

Strategic Lead: Mid and West Wales Fire and Rescue Service.

Name: Chief Fire Officer, Roger Thomas.

Organisation: Mid and West Wales Fire and Rescue Service.

Email Address: r.thomas@mawwfire.gov.uk

Operational Lead: Mid and West Wales Fire and Rescue Service.

Name: Richard Felton

Organisation: Mid and West Wales Fire and Rescue Service

Email Address: r.felton@mawwfire.gov.uk

Page 94 2023-24 Action 1	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure
To create a pop up “community village”, as part of the Welsh Firefighters Fitness Challenge event taking place in Castle Gardens, Swansea on the 03 June.	To build a pop up “community village” as part of the Welsh Firefighters Fitness Challenge event taking place in Castle Gardens, Swansea on the 03 June.	<p>Define the event scope and identify key stakeholders.</p> <p>Partner organisations invited to express an interest in having a stand in the “community village”</p> <p>Communications strategy to be developed to ensure a consistent message is shared from</p>	<p>April 2023</p> <p>April 2023</p> <p>May 2023</p>	<p>Roger Thomas</p> <p>All partners</p> <p>All partners</p>	<p>High levels of engagement with members of the public.</p> <p>Demonstration of the added value for the communities of Swansea by partner agencies working together.</p> <p>Delivering of key messages and information sharing.</p>

		<p>each partner organisation.</p> <p>PSB questionnaire to be developed to assist engagement and data collation with members of the public.</p> <p>Evaluation post event to identify lessons learnt to help with the future shaping of all PSB related events.</p>	<p>May 2023</p> <p>September 2023</p>	<p>All partners</p> <p>Roger Thomas</p>	<p>Promotion of the work and raising awareness of the Public Services Board.</p> <p>Case study / good news stories.</p> <p>Stakeholder engagement and feedback.</p> <p>Completed surveys.</p> <p>Number of referrals.</p> <p>Feedback from partner agencies.</p> <p>Social media engagement.</p> <p>Number of leaflets, freebies and information packs distributed.</p>
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					Collection of qualitative and quantitative data.
Key Performance Indicator for Action 1: Create a multi-agency PSB event, with a specific PSB “engagement area” to allow face to face public engagement with PSB partners in one area.					
Action 2: Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan					
Wellbeing Plan Step 4: Making Swansea safer, more cohesive, and prosperous					
Strategic Lead: Mid and West Wales Fire and Rescue Service. Name: Chief Fire Officer, Roger Thomas. Organisation: Mid and West Wales Fire and Rescue Service. Email Address: r.thomas@mawwfire.gov.uk			Operational Lead: Swansea Council for Voluntary Services Name: Amanda Carr Organisation: Swansea Council for Voluntary Services Email Address: amanda_carr@scvs.org.uk		
2023-24 Action 2	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure
To host a safeguarding event during safeguarding week in November, to share key messages and learning opportunities between partner agencies, with a particular focus on practitioners from individual organisations.	To promote and share information, ways of working and lessons learnt around the subject of safeguarding, to help make the communities of Swansea safer, more cohesive, and prosperous.	Define the event scope and identify key stakeholders. Event theme, venue, date of event the to be agreed.	May 2023 May 2023	Amanda Carr Amanda Carr	Good attendance by a wide range of partner organisations identifying the key needs of the communities of Swansea.

		<p>Target audience to be established and appropriate representatives / organisations and practitioners identified and invited.</p> <p>Promotion of event and communications strategy agreed.</p> <p>Referrals made between partner organisations.</p> <p>Evaluation - Feedback from event and lessons learnt communicated to help shape future events.</p>	<p>May 2023</p> <p>June 2023</p> <p>Dependent on event date.</p> <p>October 2023</p>	<p>Amanda Carr</p> <p>All partners</p> <p>All partners</p> <p>Amanda Carr</p>	
<p>Key Performance Indicator for Action 2: Increase awareness and information sharing on the subject of safeguarding, between partner organisations to help support the communities of Swansea.</p>					

Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan

Wellbeing Plan Step 5: Developing Swansea's Integrated Cultural Offer

Strategic Lead:

Name: Mark Wade

Organisation: Swansea Council

Email Address: Mark.Wade@swansea.gov.uk

Operational Lead:

Name: Tracey McNulty

Organisation: Swansea Council

Email Address: Tracey.McNulty@swansea.gov.uk

2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure
Action 1: Establishment of a Swansea Creative Network to support and help sustain the cultural and creative ecology and economy, thereby enabling cultural and creative practitioners to respond effectively to initiatives that promote health, community cohesion, civic pride and economic prosperity.	Network established.	Secure funding via Creative Wales, SPF and UWTSD	July 2023	Kate Wood	Funding secured.
		Appointment of co-ordinator.	Sept 2023	Kate Wood	Co-ordinator appointed.
		Launch of network and events programme.	Dec 2023	Kate Wood	Network launched.
Key Performance Indicator for Action 1: Swansea Creative Network established.		2023-24 Target: Membership secured from across the cultural and creative sectors.			

2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure
<p>Action 2: Delivery of the partnership agreement with Sport Wales to ensure compliance with nationally recognised levels of physical activity required to be beneficial to health.</p> <p>Deliver outcomes of priority groups defined by existing and consistent low participation rates.</p> <p>Page 19</p>	<p>Through recognised national surveys key participation rates in sport and physical activity within Swansea will reach or exceed existing levels and national averages.</p> <p>Decreasing participation gaps between local averages and targeted priority groups.</p> <p>PSB partners will have visibility of the activity and actively support the delivery of positive outcomes</p>	<p>Complete detailed quarterly insight and learning performance log to Sport Wales as per partnership agreement covering activities and action linked to one of the following nationally agreed areas of work :-</p> <ul style="list-style-type: none"> • Active Nation • Enjoyment • Lifelong • Access/Everyone • Active Older Adults • Free Swimming 	<p>4 per year</p>	<p>David Jones</p>	<p>Compliance with Sport Wales accountability expectations and continuation of annual funding.</p> <p>Promotion of activities to increase participation</p>
<p>Key Performance Indicator for Action 2: Adult weekly participation of 150 minutes per week or more in sport and physical activity. Young people participate for 5 hours or more per week in sport and physical activity.</p>		<p>2023-24 Target: To achieve all agreed outcomes and “accountability expectations” set in partnership with Sport Wales and measured by the School Sport Survey and National Adults Physical Activity Survey.</p>			

Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan

Wellbeing Plan Step 6: To Influence and connect with other governance arrangements across the Swansea Bay region

Strategic Lead: Name: Ness Young Organisation: Swansea Council Email Address: ness.young@swansea.gov.uk	Operational Lead: Name: Richard Rowlands Organisation: Swansea Council Email Address: richard.rowlands@swansea.gov.uk
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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure
Map the Swansea Bay region partnership landscape (including member organisations) to: a) clarify governance, roles and responsibilities and interfaces b) identify opportunities for collaboration on plan content c) identify gaps / overlaps in activities	Organisations in the Swansea region and locality have a shared understanding of the partnership landscape and understand the opportunities to improve their synergy in progressing the seven wellbeing goals	Define the exercise scope and relevant documents gathered	30 June 2023	Richard Rowlands, supported by Leanne	Scope agreed by PSB
		Partnership map produced	30 September 2023	Aherne (LA), Kelly Gillings (KG), Michelle Davies (MD), Amy Richmond-Jones (ARJ)	PSB approves the map
		Gap and opportunity analyses undertaken	31 December 2023		Analyses undertaken and consultation on findings started with lead officers in SB partnerships
		Produce final report for PSB consideration	31 March 2024		Report approved by the PSB
		Share the map and report shared with other Swansea Bay partnerships	31 March 2024		Map and report are circulated by the deadline

Key Performance Indicator for Action 1: Map and report shared with all partnerships in Swansea Bay

2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure
Promote the PSB Wellbeing Plan and Wellbeing Assessment to all PSB partner organisations and key partnerships within the region Page 21	PSB plan is understood and considered by partner organisations and partnerships	Statutory PSB partner organisations approve the PSB Wellbeing Plan	30 June 2023	Statutory Partners	PSB Wellbeing Plan has been formally approved by all statutory partners
		Statutory PSB Partner organisation confirm their plans take account of the Wellbeing Assessment and PSB Wellbeing Plan	30 June 2023	Statutory Partners	Statutory partners provide confirmation
	Wellbeing Assessment is used by partner organisations and partnerships to inform decision making	PSB Chair writes to partnerships within the Swansea Bay region promoting the Wellbeing Plan and Assessment	30 April 2023	PSB Chair	Letter, plan and assessment is issued
		PSB Chair to seek meetings with other partnership chairs to discuss PSB plan and assessment and opportunities for collaboration	31 December 2023	PSB Chair	PSB Chair has met Chairs of the key Swansea Bay partnerships and at least one collaborative action has been agreed
Key Performance Indicator for Action 2: PSB Wellbeing Plan and Assessment has been shared with all key partnerships in Swansea Bay and at least one collaborative action has been agreed as a result					

Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan

Wellbeing Plan Step 7: To improve data quality and accessibility across the Swansea Bay region

Strategic Lead:

Name: Ness Young
Organisation: Swansea Council
Email Address: ness.young@swansea.gov.uk

Operational Lead:

Name: Richard Rowlands
Organisation: Swansea Council
Email Address: richard.rowlands@swansea.gov.uk

2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner
<p>Pop To work with Regional Partnership Board officers to identify the key data sets required to support delivery of PSB Wellbeing Plan and the West Glamorgan Area Plan, to:</p> <ul style="list-style-type: none"> a) identify data gaps b) identify opportunities for data sharing c) improve alignment between Population Area Assessment and Wellbeing Assessment 	<p>Improved data availability and quality across the Swansea Bay region</p>	Map RPB and PSB key data set requirements	30 June 2023	<p>Richard Rowlands, supported by Kelly Gillings (KG), Leanne Aherne (LA) Steve King (SK) Michelle Davies (MD) Amy Richmond-Jones (ARJ)</p>
		Identify data gaps	30 September 2023	
		Identify opportunities for data sharing between the RPB and PSB	31 December 2023	
		Develop new datasets to meet PSB requirements	31 March 2024	

Key Performance Indicator for Action 1: Data requirements to support PSB Wellbeing Plan are well understood and opportunities for sharing data with the RPB are being pursued

2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owners
Work with Regional Partnership Board (RPB) to develop digital data portal for partnerships (and their members) across the Swansea Bay region Page 23	Partners across the Swansea Bay region can access up to date data to inform and improve decision making	Explore feasibility of the PSB to piggy back on work in progress by the RPB to develop a digital data portal	30 June 2023	Richard Rowlands, supported by Kelly Gillings (KG), Leanne Aherne (LA) Steve King (SK) Michelle Davies (MD) Amy Richmond-Jones (ARJ)
		Develop a proposal for a joint PSB/RPB digital data portal	30 September 2023	
		Seek approval of proposal and any associate funding requirement from all participating partners to progress in 2024-25	31 March 2024	

Key Performance Indicator for Action 2: Development and roll out a regional digital data portal approved by partners for implementation in 2024-25

Swansea Public Service Board Wellbeing Plan: 2023-24 Action Plan

Wellbeing Plan Step 8: To Develop Swansea PSB performance management arrangements which measure and monitor the PSB's progress

Strategic Lead:

Name: Ness Young
Organisation: Swansea Council
Email Address: ness.young@swansea.gov.uk

Operational Lead:

Name: Richard Rowlands
Organisation: Swansea Council
Email Address: richard.rowlands@swansea.gov.uk

	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure
To develop a Performance Management Framework for the PSB, including a 2023-24 Action Plan, milestones, 2023-28 population level outcome measures, and monitoring arrangements	The PSB has effective performance management arrangements in place	2023-24 action plan, including milestones produced	30 April 2023	Strategic Leads	PSB has a 2023-24 action plan in place within the first quarter of the year
		Performance management framework for the PSB is in place	30 June 2023	Richard Rowlands	PSB performance arrangements are formalised and in line with good governance principles
		Map Population Level Outcome Measures for RPB and member organisations	30 June 2023	Leanne Ahern	Population Level Outcome measures across region are understood
		PSB Population Level Outcome Measures agreed	30 September 2023	Richard Rowlands	PSB has defined population outcome measures (aligned to member organisations and RPB) to monitor impact of the plan over the long term
		PSB receives quarterly performance reports	31 July 2023	Richard Rowlands	PSB formally considers its performance at least quarterly

Key Performance Indicator for Action 1: PSB has an effective performance management framework in place

	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure
To undertake review of annual performance to inform the 2024-25 action plan	Stakeholders can see the performance and impact the PSB has had in 2023-24 and 2024-25 action plans are informed by the progress the PSB has made	Draft annual review of performance is produced ready for publication in first quarter of 2024-25	31 March 2024	Richard Rowlands	Review provides an objective assessment of PSB performance and impact
		2024-25 action plan is produced	31 March 2024	Richard Rowlands	PSB has a robust action plan for 2024-25 ready for the start of the new financial year
Key Performance Indicator for Action 2: 2023-24 Annual Review is produced and is reflected in the 2024-25 action plan					

Well-being Plan - Step 1 - To support the transformation of Early Year Services in Swansea to provide better support for children to have the best start in life.

Quarter: 1 2023/24

Overall RAG status			
Q1	Q2	Q3	Q4

KPI	Target	Result	Comment	RAG
				Green

Strategic Lead: Karen Stapleton
 Name: Karen Stapleton
 Organisation: SBUHB
 Email Address: karen.stapleton@wales.nhs.uk

Operational Lead: Alison Williams/Gary Mahoney
 Name: Alison Williams/Gary Mahoney
 Organisation: Swansea Council
 Email Address: alison.williams@swansea.gov.uk/
 gary.mahoney@swansea.gov.uk

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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
Identify a lead sponsor for the integration toolkit, the Early Years Maternity Maturity Matrix (EYMMM)	Sponsor identified and attending PSB to ensure the work is highlighted and driven		Apr-23	KS/AW/GM	Sponsor identified	Discussion with Karen Stapleton have resulted in Michelle Davis involvement in the Early Years Steering Group. Karen Stapleton has been identified as the Lead for the Early Years Objective at a PSB level.	Green
Integrate the work of the Early Years Steering Group with the PSB wellbeing objectives from Swansea & NPT	A single action plan that supports outcomes from Early Years Integration Transformation (EYIT), PSB Wellbeing Objective, incorporating recommendations from EYMMM & EYIT evaluation		Sep-23	Early Years Steering Group	Amended Terms of Reference for the group to ensure clarity	Amended ToR sent around to partners for discussion, and updating. Initial action plan session held, and Discussions with Swansea and NPT PSB operational leads have resulted in agreement for the Early Year Integration Steering Group to lead on the PSB objective across the HB footprint. This should support an integrated way of working across the region.	Amber
Develop a framework with performance measures.	Agencies working towards agreed performance measures		Mar-24	Early Years Steering Group	Framework developed, in place and used by all partners	Performance measures for Pathfinder pilots are being examined to ensure that the lessons learnt from the testing is measurable. Flying Start measures for SLT, HV & Parenting are also being examined to ensure that work is reported and impact assessed.	Amber
Develop a Swansea Bay Early Years Maternity Strategy, to bring together different strategies from Swansea, NPT & SBUHB	A single action plan that supports outcomes from Early Years Integration Transformation (EYIT), PSB Wellbeing Objective, incorporating recommendations from EYMMM & EYIT evaluation		Mar-24	All agencies – lead by the early Years Steering Group	Multi agency strategy developed, in place and used by all partners	Sessions are booked to begin populating a draft action plan following an initial planning session in February. Recommendations from the Early Years Maturity Matrix, and EYIT to be woven into the plan.	Green
Engage key stakeholders and public around an action plan, and better understand population needs	Action plan and recommendations taken to the public		March 2023/ May 2024/ ongoing	GM	Action plans informed by process	ongoing - sessions planned to engage with the public.	Green

Well-being Plan - Step 2 - To build on Swansea's 2022 declaration of being a Human Rights City .

Quarter: 1 2023/24

Overall RAG status			
Q1	Q2	Q3	Q4

Strategic Lead: Ness Young
 Name: Ness Young
 Organisation: Swansea Council
 Email Address: ness.young@swansea.gov.uk

Operational Lead: Adele Dunstan
 Name: Adele Dunstan
 Organisation: Swansea Council
 Email Address: adele.dunstan@swansea.gov.uk

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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
To work with stakeholders to develop and deliver an action plan that supports the declaration of Swansea being a Human Rights City.	Across Swansea there is evidence that the following Human Rights principles are being proactively applied: <ul style="list-style-type: none"> • Embedding Human Rights • Equality & non-discrimination • Empowering people • Participation • Accountability 	Stakeholder Engagement Workshop	16-Jun-23	AD	Case study evidence at year end of a human rights approach in respect of: <ul style="list-style-type: none"> • Tackling poverty • Vulnerable children and families • Tackling discrimination • Domestic violence and abuse Evidence of an increase in Human Rights awareness across the city.	Engagement event took place. Work is under way to collate all the information. Due to the high interest we had in the event, it was decided to launch a survey with the same questions that were asked under each priority, for those who couldn't attend the event. This survey closes on the 9th of July and will be included in the overall report for the engagement event.	Green
		1st Draft of action plan	30-Jun-23				
		Final Draft	31-Jul-23				
		1 st year action plan completion	31-Mar-24				
2023-24 Target: Develop a five year action plan and implement the first year resulting in evidence of an increase in awareness of human right across the city and county							Amber
Creation of a Human Rights Stakeholder Panel	To act as a 'critical friend' to the Council and Swansea's Public Service Board partner organisations in their design and fulfilment of their Human Rights City action plans by contributing their expertise and experience from an independent perspective.	Mapping exercise of existing stakeholder panels and engagement networks	16-Jun-23	AD	Independent feedback is received from stakeholder group on action plan impact Panel is involved in review of year 1 action plan implementation and development of year 2 actions	Due to engagement event overrun, the mapping exercise of existing stakeholder panels and engagement networks wasn't fully completed. An email when out post event, completing the mapping exercise, the results of which will be included as an appendix in the engagement report.	Red
		Advertisement of Stakeholder panel and Registering expression of interests	30-Jun-23				
		Panel formed and first meeting	30-Sep-23				
		Panel involved in review of year 1 action plan and development of year 2 actions	31-Mar-24				
2023-24 Target: Human Rights City Stakeholder Panel is established and makes a positive contribution to the delivery of Step 2							Green

Well-being Plan - Step 3 - Working towards Swansea's net zero target and nature recovery.

Quarter: 1 2023/24

Overall RAG status			
Q1	Q2	Q3	Q4

Strategic Lead: Martyn Evans
 Name: Martyn Evans
 Organisation: Natural Resources Wales
 Email Address: martyn.p.evans@cyfoethnaturiolcymru.gov.uk

Operational Lead:
 Name: Helen Grey and Jane Richmond
 Organisation: NRW / Swansea Council
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 jane.richmond@swansea.gov.uk

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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
Map the arrangements in place in climate signatories' organisations to tackle climate change and nature recovery in the city and county of Swansea to build capacity and capability, through a) sharing of good practice and innovation b) identification of collaborative adaptation and mitigation actions	Improved understanding of who is doing what across the city and county of Swansea to ensure a more cohesive and coordinated approach to ensuring a just and equitable transition to net zero by 2050 by taking action to adapt to and mitigate the impacts of climate change and enable nature recovery, with resources understood and better utilised	Establish Climate Signatories Group as delivery group for PSB action under Step 3	31st May 2023	Jane Richmond, Climate Signatories Group Chair	Climate Signatories Group agree to be PSB Delivery Group and ToR reflect this	Agreed in meeting 19/06/2023	Green
		Define the exercise scope and gather relevant documents gathered	30-Jun-23	tbc	Scope agreed by PSB	Not yet started. To be discussed with Delivery Group at next meeting 17/08/23. Propose revise date to 31/08/2023	Amber
		Group present map and analyses to PSB, including examples of good practice and collaborative opportunities	31-Dec-23	tbc	PSB approves the map and agrees key areas of future action on good practice sharing / innovation and collaboration	N/A for this reporting period	
		Produce an action plan to take forward in 2024-25	31-Mar-24	tbc	PSB agrees 2024-25 action plan	N/A for this reporting period	
Key Performance Indicator for Action 1: By the end of March 2024 there is an action plan for 2024-25 which sets out how the PSB will share good practice, identify, and share innovation and work collaboratively to add value to work of individual organisations							Amber

Produce an independent adaptation and mitigation strategy for the city and county of Swansea, taking account of the seven wellbeing goals and the Climate Change signatories' statutory functions and responsibilities	Swansea has a climate change and nature recovery adaptation and mitigation strategy which has been agreed by the Climate Signatories Group and the PSB which will inform the development, in 2024-25, of an action plan for 2024-28.	Undertake and report to PSB a desktop risk assessment of the key climate change (CCRA3) risks for Swansea to inform adaptation and mitigation plan	31-Jul-23	tbc	Report and recommendations adopted by PSB, with key risks / actions allocated a lead organisation to take forward	Not yet started. Method / approach to be agreed with Delivery Group / advice sought	Amber
		Secure funding to commission independent consultant to develop an adaptation and mitigation strategy for Swansea	31-Jul-23	tbc	Funding secured to enable an independent strategy to be produced	Awaiting decision on SPF	Amber
		Commission consultant	30-Sep-23	tbc	Consultant is commissioned in time to enable strategy to be produced by March 2025		
		Draft strategy presented to PSB	31-Mar-24	tbc	Strategy is produced to time, and quality required	N/A for this reporting period	
		Plan in place to consult and engage PSB members and climate and nature charter signatories on the draft strategy	30-Jun-24	tbc	Appropriate communications and engagement are in place to take the draft strategy forward in 2025	N/A for this reporting period	
Key Performance Indicator for Action 2: The PSB has produced a final independent adaptation and mitigation strategy for the city and county of Swansea, by 30 June 2024							Amber

Well-being Plan - Step 4 - Making Swansea safer, more cohesive, and prosperous.

Quarter: 1 2023/24

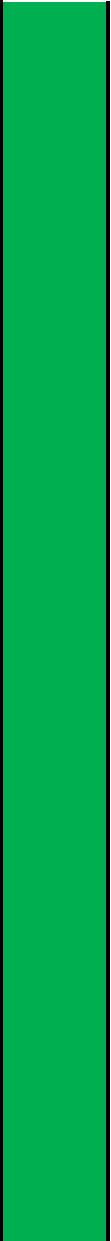
Overall RAG status			
Q1	Q2	Q3	Q4

Strategic Lead: Mid and West Wales Fire and Rescue Service
 Name: Chief Fire Officer, Roger Thomas.
 Organisation: Mid and West Wales Fire and Rescue Service.
 Email Address: r.thomas@mawwfire.gov.uk

Operational Lead: Mid and West Wales Fire and Rescue Service / Swansea Council for Voluntary Services.
 Name: Richard Felton / Amanda Carr
 Organisation: Mid and West Wales Fire and Rescue Service / SCVS
 Email Address: r.felton@mawwfire.gov.uk / amanda_carr@scvs.org.uk

2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
To create a pop up community village during the Welsh Firefighters Fitness Challenge event taking place in Castle Gardens, Swansea on the 3 June 2023.	To build a pop up community village during the Welsh Firefighters Fitness Challenge event taking place in Castle Gardens, Swansea on the 3 June.	Define the event scope and identify key stakeholders.	28-Apr-23	Roger Thomas	High levels of engagement with members of the public.	The community safety village event was held as part of the Welsh Firefighters Fitness Challenge on Saturday, 03 June in Oxford Street, Swansea. The event offered the opportunity to engage with members of the public on a variety of subject matters, and was well attended by members of the public.	

<p>Partner organisations invited to express an interest in having a stand in the “community village”</p>	<p>28-Apr-23</p>	<p>Roger Thomas</p>	<p>Demonstration of the added value for the communities of Swansea by partner agencies working together.</p>	<p>An invitation was circulated to several partner organisations, and was attended by the following agencies: Mid and West Wales Fire and Rescue Service, RNLI, Guide Dogs for the Blind Association, Firefighters Charity, South Wales Police & Go Safe, Life Long Learning Service, Swansea Neighbourhood Watch Association, SCVS, Welsh Ambulance, Swansea Council Community Cohesion Team, Ageing Well, Partnership and Involvement Team, Wales Safer Communities Network, Local Area Coordination, Swansea Council and Swansea CMET Team - Evolve.</p>	<p style="text-align: center;">Green</p>
<p>Communications strategy to be developed to ensure a consistent message is shared from each partner organisation.</p>	<p>31-May-23</p>	<p>Roger Thomas</p>	<p>Delivering of key messages and information sharing.</p> <p>Promotion of the work and raising awareness of the Public Services Board.</p> <p>Case study / good news stories.</p>	<p>Information about the event was circulated to all partner organisations, PSB partners, together with Fire Authority and Swansea Councillors to promote the event and encourage attendance.</p>	
<p>PSB questionnaire to be developed to assist engagement and data collation with members of the public.</p>	<p>31-May-23</p>	<p>Roger Thomas</p>	<p>Stakeholder engagement and feedback.</p> <p>Completed surveys.</p> <p>Number of referrals.</p> <p>Feedback from partner agencies.</p> <p>Social media engagement.</p> <p>Number of leaflets, freebies and</p>	<p>The event resulted in the referral of approximately, 55 Home Fire Safety visit requests.</p> <p>Approximately, 130 engagements with families because of the Lego free draw and both questions on the form – which number to call in a real emergency / How often to test a smoke alarm.</p> <p>These questions led to good engagement with parents and valuable lessons for children.</p>	

<p>Evaluation post event to identify lessons learnt to help with the future shaping of all PSB related events.</p>	<p>29-Nov-23</p>	<p>Roger Thomas</p>	<p>information packs distributed. Collection of qualitative and quantitative data.</p>	<p>Evaluation post event - A feedback form has been circulated to all partner organisations who attended, a number of which are on annual leave, so not all feedback has been received. An internal debrief meeting also took place on Thursday, 29 June to establish what went well, what didn't go well and discuss what could be improved for next year. It was highlighted that overall the event was extremely successful, with very positive feedback received from partner organisations and members of the public. The need to provide advance notice of next year's event was highlighted as an area of improvement, together with the promotion of the event to target the hard to reach communities. Alternative ways to potentially promote the event was discussed and agreed.</p> <p>All of the information listed below, will be confirmed during the next PSB update.</p> <p>Feedback from partner agencies.</p> <p>Social media engagement.</p> <p>Number of leaflets, freebies and information packs distributed.</p> <p>Collection of qualitative and quantitative data. Case study / good news stories.</p> <p>Stakeholder engagement and feedback.</p> <p>Completed surveys.</p>	
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Well-being Plan - Step 5 - Developing Swansea's Integrated Cultural Offer.

Quarter: 1 2023/24

Overall RAG status	Q1	Q2	Q3	Q4

Strategic Lead: Swansea Council
 Name: Mark Wade.
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Operational Lead: Swansea Council
 Name: Tracey McNulty
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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
Establishment of a Swansea Creative Network to support and help sustain the cultural and creative ecology and economy, thereby enabling cultural and creative practitioners to respond effectively to initiatives that promote health, community cohesion, civic pride and economic prosperity.	Network established.	Secure funding via Creative Wales, SPF and UWTSO.	30-Jun-23	Kate Wood	Funding secured.		Green
		Appointment of co-ordinator.	29-Sep-23	Kate Wood	Co-ordinator appointed.		
		Launch of network and events programme.	29-Dec-23	Kate Wood	Network launched.		
Key Performance Indicator for Action 1: Swansea Creative Network established. 2023-24 Target: Membership secured from across the cultural and creative sectors.							Amber
Delivery of the partnership agreement with Sport Wales to ensure compliance with nationally recognised levels of physical activity required to be beneficial to health.	Through recognised national surveys key participation rates in sport and physical activity within Swansea will reach or exceed existing levels and national averages.	Complete detailed quarterly insight and learning performance log to Sport Wales as per partnership agreement covering activities and action linked to one of the			Compliance with Sport Wales accountability expectations and continuation of annual funding. Promotion of activities to increase participation.		Red

<p>Deliver outcomes of priority groups defined by existing and consistent low participation rates.</p>	<p>Decreasing participation gaps between local averages and targeted priority groups.</p> <p>PSB partners will have visibility of the activity and actively support the delivery of positive outcomes.</p>	<p>following nationally agreed areas of work :-</p> <ul style="list-style-type: none"> • Active Nation • Enjoyment • Lifelong • Access/Everyone • Active Older Adults • Free Swimming 	<p>4 per year</p>	<p>David Jones</p>			<p>Red</p>
<p>Key Performance Indicator for Action 2: Adult weekly participation of 150 minutes per week or more in sport and physical activity. Young people participate for 5 hours or more per week in sport and physical activity.</p> <p>2023-24 Target: To achieve all agreed outcomes and “accountability expectations” set in partnership with Sport Wales and measured by the School Sport Survey and National Adults Physical Activity Survey.</p>							<p>Green</p>

Well-being Plan - Step 6 - To Influence and connect with other governance arrangements across the Swansea Bay region.

Quarter: 1 2023/24

Overall RAG status			
Q1	Q2	Q3	Q4

Strategic Lead: Swansea Council
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 Email Address: ness.young@swansea.gov.uk

Operational Lead: Swansea Council
 Name: Richard Rowlands
 Organisation: Swansea Council
 Email Address: richard.rowlands@swansea.gov.uk

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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
Map the Swansea Bay region partnership landscape (including member organisations) to: a) clarify governance, roles and responsibilities and interfaces. b) identify opportunities for collaboration on plan content. c) identify gaps / overlaps in activities.	Organisations in the Swansea region and locality have a shared understanding of the partnership landscape and understand the opportunities to improve their synergy in progressing the seven wellbeing goals.	Define the exercise scope and relevant documents gathered.	30-Jun-23	Leanne Aherne (LA), Kelly Gillings (KG), Michelle Davies (MD), Amy Richmond-Jones (ARJ)	Scope agreed by PSB.	Initial information has been gathered on partnerships - setting out ToR, meeting frequency, outputs, membership. A table has been populated with this information. It is anticipated that this collection of information will be used to pull together a partnership map by September with the gaps and opportunities set out by December.	Green
		Partnership map produced.	29-Sep-23		PSB approves the map.		
		Gap and opportunity analyses undertaken .	29-Dec-23		Analyses undertaken and consultation on findings started with lead officers in SB partnerships.		
		Produce final report for PSB consideration.	31-Mar-24		Report approved by the PSB.		
		Share the map and report shared with other Swansea Bay partnerships.	31-Mar-24		Map and report are circulated by the deadline.		

Key Performance Indicator for Action 1: Map and report shared with all partnerships in Swansea Bay.							
Promote the PSB Wellbeing Plan and Wellbeing Assessment to all PSB partner organisations and key partnerships within the region.	PSB plan is understood and considered by partner organisations and partnerships. Wellbeing Assessment is used by partner organisations and partnerships to inform decision making.	Statutory PSB partner organisations approve the PSB Wellbeing Plan.	30-Jun-23	Statutory partners	PSB Wellbeing Plan has been formally approved by all statutory partners.	Complete	Green
		Statutory PSB Partner organisation confirm their plans take account of the Wellbeing Assessment and PSB Wellbeing Plan.	30-Jun-23	Statutory partners	Statutory partners provide confirmation.		
		PSB Chair writes to partnerships within the Swansea Bay region promoting the Wellbeing Plan and Assessment.	28-Apr-23	PSB Chair	Letter, plan and assessment is issued.	Complete.	
		PSB Chair to seek meetings with other partnership chairs to discuss PSB plan and assessment and opportunities for collaboration	29-Dec-23	PSB Chair	PSB Chair has met Chairs of the key Swansea Bay partnerships and at least one collaborative action has been agreed.		
Key Performance Indicator for Action 2: PSB Wellbeing Plan and Assessment has been shared with all key partnerships in Swansea Bay and at least one collaborative action has been agreed as a result							

Well-being Plan - Step 7 - To improve data quality and accessibility across the Swansea Bay region.

Quarter: 1 2023/24

Overall RAG status			
Q1	Q2	Q3	Q4

Strategic Lead: Swansea Council
 Name: Ness Young.
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Operational Lead: Swansea Council
 Name: Richard Rowlands
 Organisation: Swansea Council
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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
To work with Regional Partnership Board officers to identify the key data sets required to support delivery of PSB Wellbeing Plan and the West Glamorgan Area Plan, to: a) identify data gaps. b) identify opportunities for data sharing. c) improve alignment between Population Area Assessment and Wellbeing Assessment.	Improved data availability and quality across the Swansea Bay region.	Map RPB and PSB key data set requirements.	30-Jun-23	Kelly Gillings (KG), Leanne Aherne (LA) Steve King (SK) Michelle Davies (MD) Amy Richmond-Jones (ARJ)	See milestones	Meeting arranged (26/6/23) between Swansea Council and RPB to review any gaps / opportunities following the production of the well-being and population assessments.	Green
		Identify data gaps.	29-Sep-23		See milestones		
		Identify opportunities for data sharing between the RPB and PSB.	29-Dec-23		See milestones		
		Develop new datasets to meet PSB requirements .	31-Mar-24		See milestones		
Key Performance Indicator for Action 1: Data requirements to support PSB Wellbeing Plan are well understood and opportunities for sharing data with the RPB are being pursued.							

Work with Regional Partnership Board (RPB) to develop digital data portal for partnerships (and their members) across the Swansea Bay region.	Partners across the Swansea Bay region can access up to date data to inform and improve decision making.	Explore feasibility of the PSB to piggy back on work in progress by the RPB to develop a digital data portal.	30-Jun-23	Kelly Gillings (KG), Leanne Aherne (LA) Steve King (SK) Michelle Davies (MD) Amy Richmond-Jones (ARJ)	See milestones	Meeting arranged (26/6/23) between Swansea Council and RPB	Green
		Develop a proposal for a joint PSB/RPB digital data portal.	29-Sep-23		See milestones		
		Seek approval of proposal and any associate funding requirement from all participating partners to progress in 2024-25.	31-Mar-24		See milestones		
Key Performance Indicator for Action 2: Development and roll out a regional digital data portal approved by partners for implementation in 2024-25							

Well-being Plan - Step 8 - To Develop Swansea PSB performance management arrangements which measure and monitor the PSB's progress.

Quarter: 1 2023/24

Overall RAG status	Q1	Q2	Q3	Q4

Strategic Lead: Swansea Council
 Name: Ness Young.
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Operational Lead: Swansea Council
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 Organisation: Swansea Council
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2023-24 Action	Desired outcome	Milestone	Milestone Deadline	Milestone Owner	Success Measure	Progress Update	RAG
To develop a Performance Management Framework for the PSB, including a 2023-24 Action Plan, milestones, 2023-28 population level outcome measures, and monitoring arrangements.	The PSB has effective performance management arrangements in place.	2023-24 action plan, including milestones produced.	28-Apr-23	Strategic leads	PSB has a 2023-24 action plan in place within the first quarter of the year.	Complete	Green
		Performance management framework for the PSB is in place.	30-Jun-23	Richard Rowlands	PSB performance arrangements are formalised and in line with good governance principles.	Complete - performance report template produced and agreed with strategic leads. To be used from Q1 reporting.	
		Map Population Level Outcome Measures for RPB and member organisations.	29-Sep-23	Leanne Ahern / Steve King	Population Level Outcome measures across region are understood.	Population measures being researched and mapped against well-being objectives and drivers.	
		PSB Population Level Outcome Measures agreed.	31-Mar-24	Richard Rowlands	PSB has defined population outcome measures (aligned to member organisations and RPB) to monitor impact of the plan over the long term.		
		PSB receives quarterly performance reports.	31-Jul-23	Richard Rowlands	PSB formally considers its performance at least quarterly.		
Key Performance Indicator for Action 1: PSB has an effective performance management framework in place.							Green

To undertake review of annual performance to inform the 2024-25 action plan.	Stakeholders can see the performance and impact the PSB has had in 2023-24 and 2024-25 action plans are informed by the progress the PSB has made.	Draft annual review of performance is produced ready for publication in first quarter of 2024-25.	31-Mar-24	Richard Rowlands	Review provides an objective assessment of PSB performance and impact.	
		2024-25 action plan is produced.	31-Mar-24	Richard Rowlands	PSB has a robust action plan for 2024-25 ready for the start of the new financial year.	
Key Performance Indicator for Action 2: 2023-24 Annual Review is produced and is reflected in the 2024-25 action plan						

Agenda Item 8



Swansea Public Services Board – 13 July 2023

Swansea Public Services Board Terms of Reference

Purpose:	To be agreed by Swansea Public Services Board on 13 th July
Recommendation(s):	It is recommended that: 1) The Board review the amendments made and accept all the said changes
Report Author:	Ness Young

1. Introduction

1.1 The Terms of Reference for Swansea Public Services Board were previously approved on 21st June 2022. It is proposed that there is a change to the title and that the meetings are now held on a quarterly basis.

1.2 The tracked changes are outlined in Appendix 1 attached.

Background Papers: None

Appendices:

Appendix 1 - Proposed Revised Terms of Reference.

Swansea Public Services Board Terms of Reference

(~~To be a~~Agreed by Swansea Public Services Board ~~Joint Committee~~ on 13 July 21
June 2022)

Prepared with reference to the Welsh Government Statutory Guidance: Shared Purpose: Shared Future

Status

1. Swansea Public Services Board (the Board) is a statutory board established by the Well-being of Future Generations (Wales) Act 2015. References to the Board are references to the members of the Board acting jointly. ⁱ

Purpose

2. The purpose of the Board is to improve the economic, social, environmental and cultural well-being of Swansea.
3. In pursuing this purpose the Board will contribute to the national well-being goals:
 - a) A prosperous Wales
 - b) A resilient Wales
 - c) A healthier Wales
 - d) A more equal Wales
 - e) A Wales of cohesive communities
 - f) A Wales of vibrant culture and thriving Welsh language
 - g) A globally responsible Wales
4. In conducting its business the Board will act in accordance with the sustainable development principle, acting in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. ⁱⁱ
5. In exercising its functions, the Board must seek advice from its other partners and involve them in such manner and to such extent as it considers appropriate. ⁱⁱⁱ
6. In exercising its functions, the Board must take guidance issued by Welsh Ministers into account. ^{iv}

Main Tasks

7. The Board has the following main tasks (to be achieved within timescales as specified in the Well-being of Future Generations Act):
 - a) To prepare and publish an assessment of economic, social, environmental and cultural well-being in Swansea. ^v
 - b) To prepare and publish a Local Well-being Plan for Swansea setting out local objectives and the steps it proposes to take to meet them. ^{vi}

- c) To prepare and publish an annual report that sets out the Board's progress in meeting the local objectives^{vii}
- d) To invite participants to attend and participate in the business of the Board as appropriate^{viii}.
- e) To review and revise its local objectives and if it has revised its local objectives it must amend the Well-being Plan ^{ix}.
- f) To review its local objectives if directed to do so by Welsh Ministers and then amend the Well-being Plan in consequence of such a review. ^x
- g) To attend Swansea Council's Scrutiny Programme Committee to provide information and assistance that enables the committee to discharge its responsibilities to scrutinise the work of the Public Services Board as defined in s35 of the Well-being of Future Generations (Wales) Act 2015. ^{xi}

Membership

Statutory Members

- 8. The statutory members of the Board are: ^{xii}
 - a) **City and County of Swansea**
 - b) **Swansea Bay University Health Board**
 - c) **Mid and West Wales Fire and Rescue Authority**
 - d) **Natural Resources Wales**
- 9. The Representatives of the statutory members of the Board are: ^{xiii}
 - a) **City and County of Swansea (Leader and Chief Executive)**
 - b) **Swansea Bay University Health Board (Either the Chairman, Chief Executive or both)**
 - c) **Mid and West Wales Fire and Rescue Authority (Either the Chairman, Chief Officer or both)**
 - d) **Natural Resources Wales (Chief Executive)**
- 10. Individuals must designate a substitute in the event that they are unable to attend a meeting of the Board. The Council Leader may only designate his substitute from the Council's Executive. ^{xiv}
- 11. Any substitutes should have the authority to make decisions on behalf of the named persons.

Invited Participants

- 12. The following persons must be invited to participate in the activity of the Board: ^{xv}
 - a) The Welsh Ministers
 - b) The Chief Constable of South Wales Police
 - c) The South Wales Police and Crime Commissioner
 - d) Probation services representative
 - e) A representative of voluntary organisations
 - f) Any other persons who the Board may be required to invite under regulations made by Welsh Ministers. ^{xvi}

13. Invited participants are not required to accept the invitation.
14. Invited participants are not members of the Board. They are entitled to;
 - make representations to the Board about the content of assessments of local well-being, the local well-being plan and proposed amendments to the local well-being plan, to take part in Board meetings and provide other advice and assistance to the Board. ^{xvii}
15. In the event that an invited person is unable to attend a meeting of the Board they are required to designate a substitute but it is expected that substitutes will be authorised to make decisions and commitments on behalf of the invited person.
16. The Board may invite any other persons who exercise functions of a public nature to participate in the Board's activity, even if that person exercises other functions. ^{xviii}
17. Invited participants who are to be asked to join the Board will be agreed at a meeting of the Board and the form of invitation will be via a letter from the Chair setting out the reasons for the invitation and the expectations upon the invitee. The letter will set out to whom a response is to be sent. ^{xix}
18. Invited participants may participate in the activity of the Board from the date on which the response accepting the invitation is received by the person to whom it is to be sent and ending on the date on which the next ordinary election is held under s26 of the Local Government Act 1972 (c.70).

Other partners

19. The Board must seek advice from its other partners and otherwise involve them as it considers appropriate. Other partners are not members of the Board. ^{xx}
20. These partners will include, but are not limited to:
 - a) A Community Council for a community in an area which (or any part of which) falls within the local authority area
 - b) The Public Health Wales NHS Trust
 - c) A Community Health Council for an area which (or any part of which) falls within the local authority area
 - d) A National Park Authority for a National Park in Wales any part of which falls within the local authority area
 - e) The Higher Education Funding Council for Wales
 - f) An institution in the further education sector or the higher education sector situated in whole or in part within the local authority area
 - g) The Arts Council of Wales
 - h) The Sports Council for Wales
 - i) The National Library of Wales
 - j) The National Museum of Wales

Decision Making and Dispute Resolution

21. Board decisions are only valid when made jointly and unanimously by all statutory members (or their substitutes) and with all statutory members in attendance.
22. In the event of a disagreement between statutory members it is the responsibility of the Chair to convene a meeting to resolve the disagreement. In the event that a consensus cannot be reached at the meeting the Chair will appoint an independent mediator who must not be in the employment of the statutory members. The statutory members must co-operate with the mediator. The costs of mediation will be borne in equal shares by the four statutory members.

Quorum

23. The quorum of a PSB meeting is all of its statutory members. Each statutory member of the PSB must be represented at a meeting by the individual specified in section 9 or a substitute for that individual. ^{xxi}

Mandatory Meetings

24. The PSB will hold a meeting of the statutory members of the Board, chaired by Swansea Council, no later than 60 days after the date on which the Board is established. ^{xxii}
25. At this meeting the Board will:
 - a) Determine when and how often it meets.
 - b) Agree its terms of reference
26. Members will appoint the chair for subsequent meetings of the Board at the first meeting from the statutory members. In the event that there is no consensus as to the chair for subsequent meetings, the local authority will chair subsequent meetings.
27. Subsequent to each ordinary election of local government councillors, the Board will hold a “mandatory meeting” chaired by Swansea Council no later than 60 days after the date of each ordinary election of councillors. ^{xxiii}
28. At this “mandatory” meeting the Board must review its terms of reference, amend the terms of reference if so agreed and can choose to do so at any other meeting. Members will also appoint the chair for subsequent meetings of the Board from the statutory members. In the event that there is no consensus as to the chair for subsequent meetings, the local authority will chair subsequent meetings. ^{xxiv}

Ordinary Meetings

29. Ordinary meetings of the Board will take place, as a minimum, ~~quarterly every X calendar months~~ in accordance with Schedule 1. The Board may amend the schedule of meetings. ^{xxv}

Sub-groups

30. The Board is able to establish sub-groups to support it in undertaking its functions and the Board can authorise sub-groups to exercise its functions, excluding those set out in section 32 of this terms of reference. ^{xxvi}

31. Each sub-group of a PSB must include at least one statutory member of the Board, who will chair the sub-group, and may include any invited participant or other partner. ^{xxvii}

32. Sub-groups cannot: ^{xxviii}

- a) invite persons to participate in the Board's activity under section 30 (of the Act);
- b) set, review or revise the Board's local objectives;
- c) prepare or publish an assessment of well-being under section 37 (of the Act);
- d) consult under section 38 (of the Act) or to prepare a draft of an assessment under section 37 (of the Act) for the purposes of consulting;
- e) prepare or publish a local well-being plan;
- f) consult under section 43 (of the Act) or to prepare a draft of a local well-being plan for the purposes of consulting;
- g) review or amend a local well-being plan or to publish an amended local well-being plan;
- h) consult under section 44 (of the Act);
- i) agree that the Board –
 - (i) merges or collaborates with another public services board.
 - (ii) Collaborates with another board under section 48(1) (of the Act)

However statutory guidance, Shared Purpose: Shared Future 3: 37 states 'Whilst sub-groups cannot themselves be authorised to finalise and approve the assessment of local well-being, or the local well-being Plan, it is expected that they will play an important role in researching and developing those products in draft'.

Support

33. Administrative support for the Board is provided by Swansea Council. ^{xxix}

Statutory guidance, Shared Purpose: Shared Future 3:42-34 states ‘The local authority must make administrative support available to the public services board. The Welsh Ministers consider administrative support would include:

- ensuring the public service board is established and meets regularly;
- preparing the agenda and commissioning papers for meetings;
- inviting participants and managing attendance;
- work on the annual report and
- preparation of evidence for scrutiny.

However it is for the board to determine how it will resource the functions it has to undertake, which are a responsibility of all the statutory members equally. It is for the board to determine appropriate and proportionate resourcing of the board’s collective functions. There is nothing to prevent invited participants or other partners providing advice, assistance, and resources to the board in the form of analytical or professional expertise. They are not obliged to provide financial assistance but may do so if they consider that it is within their powers.

Wider Engagement

34. The Board will ensure the involvement of persons who are interested in the improvement of the areas of economic, social, environmental and cultural well-being and will consult such persons in the preparation of assessments and well-being plans. ^{xxx}
35. A copy of the well-being assessment, the well-being plan and each annual report will be sent to Swansea Bay University Health Board, Mid and West Wales Fire and Rescue Service, Natural Resources Wales, the Welsh Ministers, the Commissioner, the Auditor General for Wales and the council’s relevant overview and scrutiny committee. ^{xxxi}
36. Meetings of the Board are open for the public to observe. The Agenda and Minutes of key subgroups will be published online

Scrutiny

37. The work of the PSB will be scrutinised by Swansea Council’s Scrutiny Programme Committee who 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 Committee must have the power;
- a) To review or scrutinise decisions made, or other action taken, by the Public Services Board for the local authority in the exercise of its functions
 - b) To review or scrutinise the board’s governance arrangements
 - c) To make reports or recommendations to the board with respect to the board’s functions or governance arrangements
 - d) To consider such matters relating to the board as the Welsh Ministers may refer to it and to report to the Welsh Ministers accordingly

e) To carry out such other functions in relation to the board as are imposed on it by this Act.

38. The scrutiny committee can require any statutory 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 (as set out under section 7).

39. The scrutiny committee must send a copy of any report or recommendation it makes to the Welsh Ministers, the Commissioner and the Auditor General for Wales. ^{xxxii}

40. The 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.

Merging and collaboration

41. The PSB may merge with other PSBs if it would assist it in contributing to the achievement of the well-being goals. ^{xxxiii}

42. The PSB may collaborate with another Board. ^{xxxiv}

ⁱ The PSB is created by s29 of the Well-being of Future Generations (Wales) Act 2015

ⁱⁱ S 36(3) of the 2015 Act

ⁱⁱⁱ S32(2) of the 2015 Act

^{iv} S38 of the 2015 Act

^v S 37 of the 2015 Act

^{vi} S 39 of the 2015 Act

^{vii} S45 of the 2015 Act

^{viii} S 30 of the 2015 Act

^{ix} S44(1) of the 2015 Act

^x S 44(2) of the 2015 Act

^{xi} S 35(3) of the 2015 Act

^{xii} Para 7(1) of Schedule 3 to the 2015 Act

^{xiii} Para 7(1) of Schedule 3 to the 2015 Act

^{xiv} Paragraph 7(1) (b) of Schedule 3 to the 2015 Act

^{xv} S30(1) of the 2015 Act

^{xvi} S33(1) of the 2015 Act

^{xvii} S30 (4) of the 2015 Act

^{xviii} S30(2) of the 2015 Act

^{xix} S31(3) of the 2015 Act

^{xx} S32(2) of the 2015 Act

^{xxi} Paragraph 1 Schedule 3 of the 2015 Act

^{xxii} Paragraph 2 Schedule 3 of the 2015 Act

^{xxiii} Paragraph 3 Schedule 3 to the 2015 Act

^{xxiv} Paragraph 4(3) (4) Schedule 3 of the 2015 Act

^{xxv} Paragraph 4 Schedule 3 of the 2015 Act

^{xxvi} Paragraph 4(2)(f) of the 2015 Act

^{xxvii} Paragraph 6(1) Schedule 3 of the 2015 Act

^{xxviii} Paragraph 6 (3) Schedule 3 of the 2015 Act

^{xxix} Paragraph 5 Schedule 3 of the 2015 Act

^{xxx} Paragraph 4 (e) Schedule 3 of the 2015 Act

^{xxxi} S37 (7) S39(8) and s 45(5) of the 2015 Act

^{xxxii} S35(2) of the 2015 Act

xxxiii S47 of the 2015 Act

xxxiv S48 of the 2015 Act

Schedule 1 :Procedure for Meetings

1. Ordinary meetings of the Board will take place as a minimum, every X calendar months. The meetings will take place as follows;
Date 13 July 2023

Date 12 October 2023

Date 11 January 2024

Date 25 April 2024
2. The Council will give at least fourteen clear day*s notice of any meeting by contacting all statutory members of the Public Services Board by email. Papers will be sent out a minimum of seven days before any meeting of the Board.
3. Any statutory member of the Board shall be entitled to give written notice to the Chair at least 10 clear days before the date of the next meeting that he/she wishes an item relevant to the functions of the Public Services Board to be included on the agenda for, and be discussed at, a meeting of the board.
4. Meeting procedures should include
 - Welcome and apologies
 - Declaration of Interests
 - Minutes of the last meeting
 - Progress on well-being objectives
 - Forward Plan

Schedule 2: Structure

The Public Services Board consists of four statutory members. However invited participants and other partners participate in the activities of the board. The structure by which they do so is set out below.

The PSB Joint Committee

- This includes the legal entity that is the **Public Services Board** in statute. This consists of four statutory members
 - Swansea Council
 - Swansea Bay University Health Board
 - Mid and West Wales Fire and Rescue Authority

-
- Natural Resources Wales
 - The PSB Joint Committee also includes invited participants as defined in statute and appropriate organisations identified by the statutory members.
 - It's role is one of ratification and advocacy of the PSB's priorities

Coordination of the Local Well-being Objectives

- Responsibility for the co-ordination of each of the Local Well-being Plan's four outcome based Local Well-being Objectives lies with one of the four statutory members. This will include all the administrative and support arrangements.
 - Early Years – ABMU
 - Live Well, Age Well – Swansea Council
 - Working with Nature – Natural Resources Wales
 - Stronger Communities – Fire and Rescue

Administrative Support

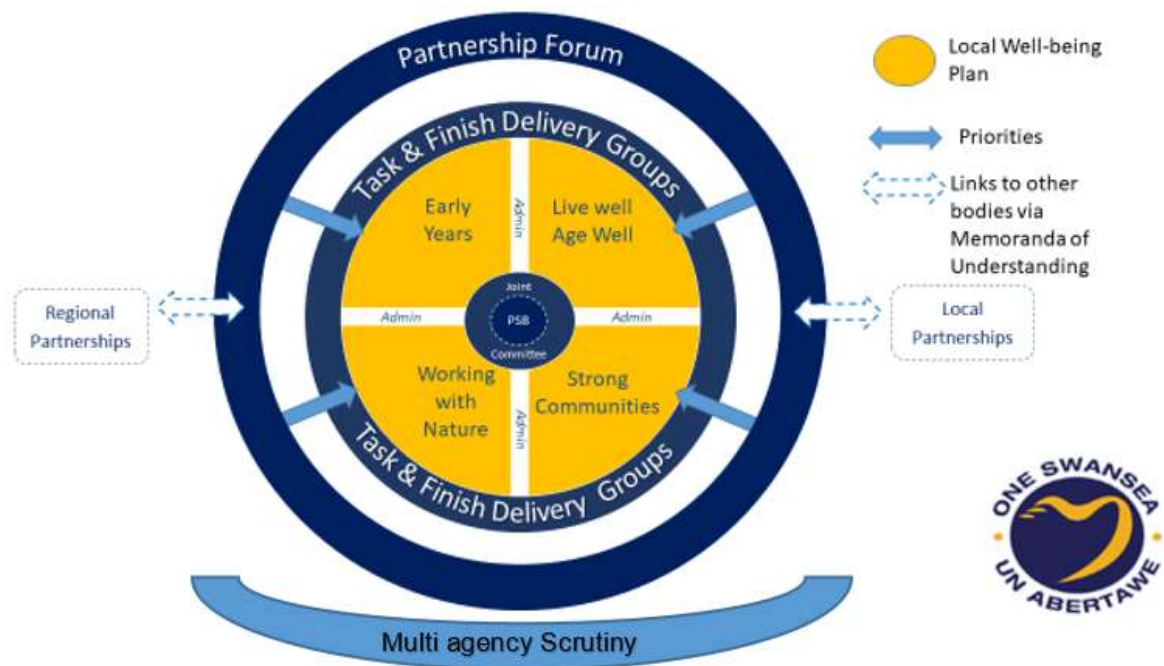
- Swansea Council will provide an administrative role supporting statutory members of the Public Services Board to discharge their legal responsibilities. This is in line with the Local Authority's statutory duty to support the PSB.
- Statutory members co-ordinating the delivery of the Local Well-being Objectives will service their area in the spirit of co-operation but will be supported by Council Administration to ensure that their work is fully integrated across the PSB

Task and Finish Delivery Groups

- Task and finish delivery groups will deliver the Local Well-being objectives, and steps. Each group will sign up to common terms of engagement and be led by Objective/Step Leads (with a common role description).
- Task and finish Groups to work on other tasks such as planning and research can be established and stood down from a pool of contacts via the **Partnership Forum** as required.

The Partnership Forum

- This group provides a mechanism for all partners to engage, raise issues and report progress etc.



Schedule 3: Responsibilities

Statutory members and invited participants 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 they 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 the decision if it is decided 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 as a member of the Board

Each Statutory member who commits to coordinating the integrated delivery of a Local Well-being Objective ensuring the group meets, delivers and reports on progress.

Schedule 4: Best practice

Committed and consistent attendance by the right people has been identified as a key success factor by partners. Statutory members and invited participants should do all that they 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
- 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