



Dinas a Sir Abertawe

Hysbysiad o Gyfarfod

Fe'ch gwahoddir i gyfarfod

Panel Ymchwiliad Craffu – Gweithio Rhanbarthol

Lleoliad: Ystafell Bwyllgor 5 - Neuadd y Ddinas, Abertawe

Dyddiad: Dydd Gwener, 26 Ionawr 2018

Amser: 10.30 am

Cynullydd: Y Cynghorydd Lyndon Jones MBE

Aelodaeth: Cynghorwyr: V M Evans, J A Hale, C A Holley, O G James, M H Jones, B J Rowlands, M Sykes a/ac T M White

Agenda

Rhif y Dudalen.

- 1 Ymddiheuriadau am absenoldeb.**
- 2 Datgeliadau o fuddiannau personol a rhagfarnol.**
www.abertawe.gov.uk/DatgeliadauBuddiannau
- 3 Nodiadau o'r cyfarfod a gynhaliwyd ar 1 12 2017** **1 - 6**
- 4 Gweithio Rhanbarthol: Cyfarwyddiaeth y Gwasanaethau Cymdeithasol a'r Bwrdd Gwasanaethau Cyhoeddus** **7 - 22**
- 5 Rhaglen Waith Cynllun y Prosiect** **23**

Cyfarfod nesaf: 2 Chwefror 2108

Huw Evans

Pennaeth Gwasanaethau Democrataidd

Dydd Gwener, 19 Ionawr 2018

Cyswllt: Michelle Roberts, Craffu



City and County of Swansea

Notes of the **Scrutiny Inquiry Panel – Regional Working**

Committee Room 4, Guildhall, Swansea

Monday, 30 October 2017 at 2.00 pm

Present: Councillor L R Jones (Chair) Presided

Councillor(s)
C A Holley

Councillor(s)
B J Rowlands

Councillor(s)
T M White

Officer(s)
Geoff Dong
Michelle Roberts

Chief Treasury and Technical Officer
Scrutiny Officer

Apologies for Absence

Councillor(s): J A Hale and M H Jones

4 Disclosure of Personal and Prejudicial Interests.

None

5 Notes from previous meeting on 2 October 2017

The notes from the previous meeting were received.

6 Regional Working: The Financial Picture

Geoff Dong, Chief Treasury and Technical Officer attend to present the report and answer questions. The following points covering the financial aspects of the three larger partnerships and the smaller examples of regional working across the Council were discussed:

City Deal

- The City Deal is in the development stages of practical formation and detailed agreement even though the head of agreement has not yet been signed between Government and the local partners. So there is not a level of detail yet to confirm and clarify the final position for Swansea individually. There is a Joint Working Agreement Panel and Swansea's financial representative is the Section 151 Officer. There is no formal agreement currently but recent good progress had been made and it is anticipated all local partner councils will take reports to their respective Cabinets in November.
- The overall financial position as it stands currently is detailed in the [report](#) however the exact amount has not yet been confirmed. At the moment the only cash contribution Swansea makes is an annual payment of £50,000 and seven

other authorities have agreed to make identical payments. For each project that this put forward a full business will need to be made. The panel recognise that over and above this the senior officer and member time is also significant.

- The panel recognise the difficulty in giving a definitive timescale in the context that the drawdown time for capital is over 50 years.

Western Bay

- Western Bay is currently a partnership between Bridgend, Neath Port Talbot, Swansea and the ABMU Health Board. The primary purpose is to provide a strategic mechanism for co-ordinating a programme of change through a number of projects that have been identified as of common concern.
- Swansea's contribution currently is £223,000 per annum for administration of the project. The total cost of administration is £1.5m. Although Swansea bears this cost, the funding has ultimately been provided by Welsh Government.
- For Adoptions, Swansea leads on this service and each of the three local authorities contribute £949,000 each.
- For Youth Offending Service Swansea's core element is £743,500, with grant also being received for £791,600, so the total spend for Swansea is £1.535m
- These are classed as spend on services rather than on Western Bay. There are further services benefitting from Western Bay Partnership. *The Panel agreed to look into Western Bay projects in much more depth when they speak to the Chief Social Services Officer in January including getting a breakdown of the spend mentioned.*

Education Through Regional Working (ERW)

- ERW is a partnership of 6 local authorities: Swansea, Neath Port Talbot, Powys, Ceredigion, Carmarthenshire, and Pembrokeshire Councils.
- For 2016/17 the total spend of the group came to £68.3m, £68.1 of which was grant funded (mainly by Welsh Government). Of the £68.5 spend £68.3 was passported directly to individual authorities.
- In 2016/17 Swansea received £17.9m, and this includes the Pupil Deprivation Grant. In addition to this each authority is required to ring-fence a level of financial contribution to the regional provision. In Swansea this is currently £1.3m in core education budgets but almost all is still Swansea spending on Swansea staff supporting Swansea schools directly.
- Swansea's contribution to the ERW central Team is £68,750 and this is based on percentage of pupil numbers.
- The Panel will look in more detail at ERW and other education partnerships when they meet with the Chief Education Officer on 1 Dec. *The panel have also asked the scrutiny officer to provide the panel with, ERW statement of accounts, the governance framework including scrutiny arrangements, for their pre meeting.*

Smaller Partnerships

- Swansea has a number of smaller regional working partnerships. There is estimated to be around 100, the report supplied details those where a direct financial contribution is made. Two of these which have significant contributions include WLGA (£123,745) and the Joint Archives Service (£183,900). The total contribution to smaller partnerships at present is £329,010.

The Panel recognise that there is a significant officer time implication in regional working. The panel would like to find out if there has been an assessment of the financial cost of officer time spent on regional working activities. Scrutiny Officer will email the Chief Transformation Officer for more information on this.

Councillor also wanted to find out if and how regional working partnership financial arrangements are audited. The scrutiny officer will email the Chief Finance Officer for further information.

7 Project Plan Work Programme

The next meeting will take place on Monday 13 November where the panel will look at regional working within the Place Directorate.

The meeting ended at 2.50 pm

Chair



City and County of Swansea

Notes of the **Scrutiny Inquiry Panel – Regional Working**

Committee Room 4, Guildhall, Swansea

Monday, 13 November 2017 at 2.00 pm

Present: Councillor L R Jones (Chair) Presided

Councillor(s)

J A Hale
T M White

Councillor(s)

C A Holley

Councillor(s)

M Sykes

Officer(s)

Martin Nicholls
Michelle Roberts

Director Place
Scrutiny Officer

Apologies for Absence

Councillor(s): M H Jones and B J Rowlands

5 Disclosure of Personal and Prejudicial Interests.

None

6 Answers received to questions asked at the previous meeting

The following questions were sent and a response what received for the Panel from the Head of Financial Services:

- The panel wanted to find out if there has been an assessment of the financial cost of the officer time spent on regional working activities?* There is no systematic recording of officer time on regional working and we do not keep time sheets for projects, and to some extent we just accept the regional agenda as part of the 'local job'. The legal section used to do such work based on assignment timing. Some officers could be spending routinely 10% and often up to 20% of each with on reginal /national work.
- How are the different regional working partnerships financial arrangements audited?*
 - Western Bay – Pooling stuff is audited at each local authority by each external auditor as part of each Council audit grant claims but that Swansea is the lead partner and host for finance so we get and extra look at.
 - ERW – Internal certification by each constituent authority's internal auditors. External audit and published accounts by external auditors of host authority, Pembrokeshire. It also has its own scrutiny arrangements.

- City Deal – In shadow form only, but will plan to have arrangements that involve similar to ERW – albeit with external auditors to Carmarthenshire as lead. It will have its own scrutiny arrangements.
- Swansea Bay Port Health Authority – internal audit provided by Swansea, external audit by our external auditors as we host but formally the audit is to the SBPHA itself as a separate legal entity.

7 Regional Working : Place Directorate

Martin Nicholls the Director of Place attended the meeting to outline the regional working position within the Place Directorate.

- There are many regional and collaborative working arrangements in existence across the Directorates whole range of services and these are reflected within the following service areas:
 - Corporate Building and Property Services
 - Housing and Public Protection
 - Culture and Leisure Services
 - Planning and City Regeneration
 - Waste, Parks and Cleansing
 - Highways and Transportation
- The [report](#) provided summarising the existing regional and collaborative working which are a mix of formal and informal arrangements. Some examples include:
 - City Deal delivery
 - South West Wales Regional Transport
 - Economic Regeneration
- The panel noted that there are currently 51 different activities listed and recognised that could potentially involve a lot of officer time. They recognise that some are much less time intensive than others. The Panel felt it important that our commitments to different activities should be reviewed regularly to ensure they are essential and provided value for the officer time spent (recognising that some we must participate in).
- The Welsh Government reform agenda is giving a clear indication of the direction of travel with more 'formalised' areas of collaboration in a great number of service areas. The panel agreed that this presents opportunities but also risks.
 - Regional Delivery, some areas can only be delivered regionally, such as strategic transport planning or economic development strategies and these are already delivered on this basis.
 - Efficiency, some areas may give rise to opportunities for greater efficiency by delivering on a regional footprint. However, until this have been scoped and clear opportunities for rationalisation identified, it is dangerous to assume that bigger is always best.
 - Future Prevention, whilst more relevant to people services, consideration has to be given to the Future Prevention agenda and the Future Generations Act whereby Councils individually or even collectively cannot solve some of the most difficult challenges without wider collaborations.
 - Resilience, as budgets shrink, there are increasing concerns that some services particularly in smaller councils are unsustainable by and individual authority in isolation and greater collaboration is one way to address this.

- The Director explained that whilst the debate about further regional working is inevitable, it is important for the Council to be active in whatever the emerging picture should look like and to share its future. It will need to understand the benefits of local delivery but be mindful of the national and regional picture and where the benefits exist.
- The panel recognise and were pleased to hear that this is not just an officer debate agreeing that there will be a need for local knowledge and local accountability to deliver the best outcomes for local communities.
- Currently regional scrutiny arrangements are not in place for any of these partnerships but it is envisaged that the larger City Deal will have this build into their governance arrangements.

The Panel asked for further information to supplement the information provided that details an approximation of officer time spent on the regional activities and some examples of outcomes arising from some of those partnerships listed. The Scrutiny Officer will contact the Chief Education and Chief Social Services Officers to ensure that this is also included in their reports to the Panel.

8 Project Plan Work Programme

The next meeting of the Panel is scheduled for the 1 December 2017 at 10.30pm where the Panel will speak to the Chief Education Officer about the picture within Education Services.

The meeting ended at 3.00 pm



Report of the Convener of the Regional Working Scrutiny Inquiry Panel on 26 January 2018

Regional Working – Social Services and the Public Services Board

Purpose:	The Panel have asked for information about the picture within Social Services and the Public Services Boards (PSB) as part of the evidence gathering for the Regional Working Scrutiny Inquiry
Content:	Information about regional working within Social Services and in relation to the PSB
Councillors are being asked to:	Consider the information provided as part of the scrutiny inquiry into regional working
Lead Councillor:	Councillor Lyndon Jones, Convener of the Regional Working Scrutiny Inquiry panel
Lead Officer & Report Author:	Michelle Roberts, Scrutiny Officer Tel: 01792 636356 E-mail: michelle.roberts@swansea.gov.uk

1. Background

- 1.1 The Panel have scheduled to speak to each Directorate and today will meet the Director of Social Services and Chief Social Services Officer to discuss regional working as it affects Social Services and also the PSB.

2. Regional Working, Education

- 2.1 The Chief Education Officer will provide a report and attend to answer any questions the panel may have. The Panel have asked for a breakdown of all the regional working activities that are happening within Social Services.
- 2.2 The Panel are asked to consider this information as part of their scrutiny inquiry into regional working. All evidence gathered will form part of a findings pack which will be used to inform the Panel's conclusions and recommendations.

Regional Working Scrutiny Enquiry Panel

26th January 2018 - People Directorate

1.0 INTRODUCTION

1.1 Due to the size and varied nature of the Directorate, there are many existing regional and collaborative working arrangements in existence across the whole range of Directorate services. Just for clarity, this covers the following service areas:-

- Adult Social Services
- Child and Family Social Services
- Education
- Poverty and Preventative Services.

Appendix A summarises the existing regional and collaborative working, which are a mixture of formal and informal arrangements depending on the area and subject matter. Outlined below are some examples.

2 ERW (Education through Regional Working)

2.1 The purpose of consortia is outlined in the National Model for Regional working and seeks to outline how ERW will deliver a single school improvement service on behalf of Swansea. The national model covers the following core functions that ERW is expected to undertake on behalf of Swansea Council:

- school improvement – which is defined as challenge and support strategies delivered by regional consortia that improve the teaching and learning in classrooms and lead to improved pupil attainment and progress at all levels and in all contexts;
- data collation, analysis and application – which is defined as collating from local authorities and schools the data on school and pupil performance and progress across each region (based on the core data sets established by the Welsh Government), using that data to benchmark and challenge school performance and, with schools, set challenging targets for improvements;
- delivery of the national system for categorising schools, which has been co-constructed by Welsh Government, local authorities, consortia, unions and the profession. This system has replaced the previous individual systems developed by each consortium. This consistent national approach supports schools in their self-evaluation and development planning via a core entitlement to support;

- supporting the development of school leadership at all levels – which includes developing opportunities for emerging and senior leaders to develop their experience and expertise by having assignment and secondments in other schools, in addition to commissioning, and co-ordinating the provision of training and development programmes;
- making sure that school improvement support includes ensuring that schools are mindful of learner wellbeing and supportive of improved standards of behaviour and attendance;
- ensuring that the delivery of the national Literacy and Numeracy frameworks is effective across all schools and co-ordinate and quality assure the provision of training and development to achieve this;
- providing challenge to the performance and delivery of Foundation Phase settings and assess the need for and then commission, co-ordinate and quality assure provision of training and development support;
- aligning national and local 14-19 strategies across the wider consortium area to help raise standards in the core subjects of English/Welsh and mathematics, ensure high quality courses offer relevant training for pupils and contribute effectively to regeneration strategies;
- working with local authorities to ensure that their plans for developing and implementing strategies for 21st Century schools go hand-in-hand with plans for school improvement;
- enabling the aims of the Welsh Government's Welsh-medium Education Strategy (WMES) to be delivered by ensuring the alignment of the Welsh in Education Strategic Plans (WESP) and the Welsh in Education Grant (WEG) across each of the local authorities within the regional consortia, so that there is consistency in the development of excellence in pedagogy not only across both the Welsh-medium and bilingual sectors, but also in the delivery of Welsh as a second language;
- devising or commissioning, coordinating and quality assuring delivery of high quality governor training and advice services including the requirements for mandatory training for governors;
- providing or ensuring the availability of specialist human resources advice to support headteachers and governing bodies in dealing with performance management and capability issues; and
- ensuring that teacher assessment is undertaken accurately and consistently and that the results of teacher assessments are rigorously moderated on a regional and wider basis.

- 2.2 Swansea benefits from capacity building grants targeted at schools causing concern and has received some financial recompense to support schools within and beyond the local authority. Swansea benefits from receiving support and challenge that is consistent with other local authorities. However, school performance in Swansea was at a high baseline to begin with. Schools have benefitted from support to improve the accuracy of teacher assessment and have received support to develop the literacy and numeracy skills of their pupils. More recently, schools have benefitted from accessing clear support to develop leadership. In most cases, Swansea still has the capacity to deliver what is required by WG, without adding additional resource into the consortium.
- 2.3 Welsh Government asked local authorities to ring fence a proportion of core funding in 2014 to support each of the four regional consortia. In Swansea, the total amount is currently £1.3M. Challenge advisers in schools make up most of this cost equivalent to 12 FTE. However, local subject specialists and staff have also been employed by Swansea to ensure delivery of national priorities.
- 2.4 Included within the £1.3M resource originally ring fenced by ERW (this has reduced year upon year in line with core funding reductions,) Swansea directly contributes £69K to maintain the ERW central team. Also, small amounts of grant monies are retained by ERW for administration of grants and to support wider regional priorities.

3 WESTERN BAY HEALTH AND SOCIAL CARE

- 3.1 The Western Bay Programme delivers integrated health and social care models for older people, children with complex needs, mental health and learning disability services and support for carers.
- 3.2 The Local Authority Chief Executives, Directors of Social Services, Heads of Service across Bridgend, Neath Port Talbot and Swansea together with ABMU Health Board senior leaders have been working together under the auspices of the Western Bay programme since 2012. Swansea Council has been the host authority for the programme since its inception. The Western Bay programme has evolved, and supports collaborative working between the four statutory partner organisations, together with the third and independent sectors.
- 3.3 The benefits of this approach are described in a variety of ways from economies of scale through shared learning, to the advantages of integrated services at the front end of service delivery for service users, from joint commissioning arrangements to sharing good practise. This may involve an integrated approach through formal partnership arrangements and where appropriate, the pooling of funds. On other occasions, the four organisations continue to undertake commissioning activity in parallel but with a shared and co-ordinated regional approach.

- 3.4 The Social Services and Well-Being (Wales) Act 2014 brought about new requirements on statutory partners in the way that services are delivered and the outcomes for citizens. Part 9 of the Act specifically imposes legislative obligations on partners relating to Partnership Arrangements. It requires Local Authorities and the Health Board to make arrangements to promote co-operation with their relevant partners in relation to adults with needs for care and support, children and carers.
- 3.5 It also provides Welsh Ministers with regulation making powers in relation to formal partnership arrangements, resources for partnership arrangements (including pooled funds) and partnership boards.
- 3.6 There is a statutory requirement for Directors of Social Services to ensure that partnership working arrangements are in place and are delivering improved effectiveness and efficiency in relation to the delivery of services to address care and support needs of citizens, including carers, as identified in the Population Needs Assessment.
- 3.7 The regional partnership infrastructure arrangements and work programmes are supported by the Western Bay Programme Office, hosted by the City & County of Swansea. The Programme Office works across partner organisations to deliver on the Regional Partnership Board (RPB) priority areas of work and provides business support to the RPB and the supporting transformational Programme and Project Boards.
- 3.8 The SSWBA requires the Local Authorities and HB to establish a Regional Partnership Board to oversee the integrated health and social care arrangements. The Board is not an autonomous decision making body, therefore any decisions arising from the Board require Cabinet and Health Board endorsement. In terms of scrutiny, it is for each Local Authority and the Health Board to scrutinise the work of the Board and the Programme.
- 3.9 The Western Bay Regional programme covers the following service areas:-
- 3.10 Tier One – Key change projects which are overseen by the RPB and supported in the main by the Western Bay Programme office.
- Community Services (Frail and Elderly)
 - Carers Partnership Board
 - Heads of Children’s Services
 - Commissioning for Complex Needs
 - Welsh Community Care Information System (WCCIS)
 - Integrated Autism Service (ASD)
 - Workforce Development
 - Learning Disability & Mental Health
 - Area Plan
- 3.11 Tier two – business as usual projects which have been through a programme of transformation and report to the RPB by exception only.

- Regional Adoption Service
- Regional Safe Guarding
- Integrated Family Support Service
- Regional Collaborative Committee Supporting People
- Regional Area Planning Board
- Youth Justice and Early Intervention Service

3.12 Since the programme's inception, Welsh Government funding has supported the delivery of Western Bay priorities. Integrated Care Fund (ICF) formerly Intermediate Care Fund was allocated to Swansea Council on behalf of the region, although more recently has been allocated to the ABMU HB for the region. In 2017/18 £6.5m of ICF funding was allocated to the programme against these priorities:

Themes	ICF Grant allocation 2017/18 £
Older People	5,889,079
Learning Disabilities	743,691
Children with Complex Needs	709,809
Carers	40,000
Third Sector Allocation	386,397
Integrated Autism Service (IAS)	318,200
WCCIS	257,898
TOTAL	8,345,074

3.13 Capital funding of £1,770,074 is also allocated to the region in support of integrated health and social care schemes.

3.14 For three years in advance of implementation of the SS&WB (Wales) Act, Welsh Government provided a specific grant to support the LAs and partners to prepare for implementation of the Act (Delivering Transformation Grant). This funding was subsequently included in the Revenue Support Grant allocation to the LAs.

Partner	£	%
Bridgend CBC	127,000	26
Neath Port Talbot CBC	141,000	29
Swansea Council	223,000	45

3.15 Additional contribution from Intermediate Care Fund (held by ABMU HB). Older People Fund, proportion for regional staffing costs for Intermediate Care Services: £169,146 LD Fund, proportion for regional staffing costs for Contracting and Procurement Project: £112,330. Total funding in pooled budget arrangement, £772,476.

3.16 Western Bay Programme Infrastructure Costs 2017/18

Western Bay Programme Office Core Salary Costs	£341,088
Overheads, Training, Expert Advice, Events, Workshops, Citizen Panel Meetings, RPB meetings	£37,000
Additional Regional Resource Requirements (Expert advice for Care Homes, Third Sector Social Enterprise Costs)	£112,912
SUB TOTAL RSG Funded Costs	£491,000
Community Services Programme - Salary Costs	£169,146
Contracting and Procurement Project – 2 key regional posts: WB Implementation Manager and WB Contracting Officer	£112,330
SUB TOTAL ICF Costs	281,476
TOTAL COSTS	£772,476

3.17 The Welsh Government's reform agenda is giving clear indication of the direction of travel with some areas of work across Western Bay already mandated to be delivered regionally; for example: Integrated Autism Service, Safeguarding, regional adoption services and a pooled fund for care home accommodation.

3.18 Currently the future of Bridgend CBC as part of the Western Bay partnership is uncertain; the consultation period for the proposal for Bridgend to move from ABMU HB and align with Cwm Taff University Health Board for healthcare service delivery ends on 7th March 2018. If this change is progressed, then there will be the need to disaggregate Bridgend from the Western Bay programme. The impact on Swansea specifically should be minimal. A mapping prioritisation exercise is being progressed.

4 WESTERN BAY REGIONAL CONTEST BOARD

4.1 Contest is the UK Government's Counter Terrorism Strategy has been in place since 2003 and most recently amended in a third edition of the Strategy in July 2011. The aim of the Strategy is '*to reduce the risk to the UK and its interests overseas from international terrorism, so that people can go about their lives freely and with confidence*'.

4.2 CONTEST comprises of four elements:

1. Pursue: to stop terrorist attacks
 2. Prevent: to stop people becoming terrorists or supporting violent extremism
 3. Protect: to strengthen our protection against terrorist attack
 4. Prepare: where an attack cannot be stopped, to mitigate its impact
- 4.3 The Western Bay Contest Board consists of representatives from all agencies that have a remit or role under the strategy; these include Health, Fire & Rescue, Prison Service, Probation, South Wales Police, WECTU, Education, Welsh Government and Local Authorities.
- 4.4 All three local authorities (LA) within the Western Bay partnership are represented, meeting quarterly to receive updates from the four strands of the strategy, share intelligence; best practice, escalate concerns or uncontrolled risks to national level and effectively plan as a collective to improve the protection of our communities.
- 4.5 The chair of the Board is nominated from the local authorities of Swansea Council, Bridgend County Borough and Neath & Port Talbot County Borough Councils. The chair is rotated annually with the meetings held in the authority area of the chair. The LA chair will be a Senior Officer such as a Director or Head of Service from a department with particular responsibility for the Contest Strategy.
- 4.6 The Chair of the Board is invited to attend the All Wales Contest Board which is jointly chaired by Welsh Government and South Wales Police. The group also comprises representation from Prevent, Protect, Prepare and Pursue, commonly referred to as the 4 P's, from across the region.
- 4.7 Prevent, Protect & Prepare sub groups are in place within the region to ensure the objectives of the strategy are met. Each sub-group is coterminous with its local authority boundary and works closely with the Emergency Management/Resilience Service.
- 4.8 The Board has a strategic action plan, which is reviewed at the quarterly meetings.

5 PUBLIC SERVICE BOARD

- 5.1 Establishment of Public Services Boards (PSB) is a requirement for each local authority. Currently across the Western Bay footprint there are three PSBs, one in each local authority area. The PSB statutory members have a responsibility to produce a Wellbeing Assessment and a Wellbeing Plan. The Wellbeing Plans are currently going through the consultation process and must be published by 4 May 2018. These Plans outline the agreed objectives of partners to maximise their contribution to the Wellbeing Goals.
- 5.2 In 2017/18, a small amount of funding was made available to regions to consider regional implications of PSB delivery and to seek greater

coherence and alignment between them. This funding was made available on a Western Bay footprint and was used to employ a coordinator, who gave notice after a short period in the job. The allocation of funds, however, gives notice of the direction that Welsh Government sees for the future of PSB arrangements. Informal discussions are ongoing about the potential for alignment of PSB arrangements across a Swansea/NPT footprint, and these are far from concluded.

5.3 Potential initial learning from Swansea PSB experience of developing the Wellbeing Plan would be:

- Agreement on vision and long-term thinking, drawing on where passion and interest lies can really help drive partnership working.
- It remains a challenge to retain ownership and drive across all partner organisations.
- Fundamental to strong partnerships is the development of relationships based on trust. So much depends on the individuals involved and their personal approach to the partnership.
- It remains a challenge to retain focus on achieving a smaller number of top priorities, and not get dominated by detail.
- There is an appropriate balance between bottom up and top down approaches that needs to be struck in terms of agreement on delivery.
- Governance arrangements help to provide assurance but do not guarantee successful outcomes.

6 OTHER REGIONAL COLLABORATIVE ACTIVITY

6.1 Community Cohesion

Community Cohesion Funding for a co-ordinator post has been received from the Welsh Government (WG) since 2009 for the implementation and support of the overall aims and objectives of Welsh Government's '*Getting on Together – A Community Cohesion Strategy for Wales*' (i.e. to achieve a fair and just society). Swansea Council is the Grant Recipient Body for the Western Bay Region for the current Community Cohesion Programme grant. The grant pays for one post, the Western Bay Regional Community Cohesion Coordinator, based in Swansea, who is coordinating the delivery of the plan across the region. The three Community Cohesion leads from Swansea, Neath Port Talbot and Bridgend monitor the Regional Community Cohesion Coordinator's work. They meet regularly to check and discuss progress against the agreed work plan, which aligns with each local authority's Community Safety Partnership arrangements on a local level rather than a regional board.

6.2 Violence against Women, Domestic Abuse & Sexual Violence (VAWDASV)

In 2018-2019 new arrangements will be established for the Welsh Government (WG) VAWDASV Grant on a regional basis between Swansea and Neath Port Talbot, aligned to the Police Basic Command Unit. The grant allocation for 18/19 has been calculated using the combined local authority allocations awarded in 2017-2018. Work is ongoing to develop a regional needs analysis and commissioning plan which will inform allocations from 2019-20 onwards. During 2017-2018 we have been developing structures in readiness for the roll-out of the regional approach for the VAWDASV grant and improving collaboration between all relevant partners for the delivery of VAWDASV services, through jointly identifying priorities at a regional level.

This collaborative approach will continue during 2018-19, with the further development of key areas of governance and leadership, communications, monitoring and performance management, partnership working and information sharing in relation to VAWDASV services.

7 POTENTIAL FUTURE RISKS

Whilst the above summarises, at a very high level, the existing regional working, Welsh Government's reform agenda is giving clear indication of the direction of travel with more formalised areas of collaboration in a greater number of service areas. Whilst this presents opportunities, it also raises some important risks.

7.1 Changes to Health Board footprint

Welsh Government will shortly be consulting on changes to the ABMU Health Board footprint, to cover only Swansea and Neath Port Talbot, with Bridgend being served by Cwm Taf in future. At the time of writing, the negotiations are continuing, and it is unlikely that this will be fully implemented before 1 April 2019, and potentially could be later. This will impact primarily on the Western Bay arrangements and plans are in development to manage the transition smoothly.

7.2 Population profiles

Welsh Government by-pass local authorities by sending some grants straight to regional partnership arrangements, especially in education. There is a risk that formulas disadvantage urban areas like Swansea in the attempt to address rural sparcity or other issues that remain important in other localities, but less so in Swansea.

7.3 Potential Loss of Locality Focus and/or Duplication

With an increasing focus on regional working and a need to dedicate capacity to ensuring these arrangements work effectively, there is a risk that the local voice and local difference is masked or lost entirely. This is particularly true when the partnerships include a wide population. This in turn in some cases

has led to us introducing additional local arrangements to provide ourselves with assurance that work is progressing well in our locality in addition to the regional arrangements.

7.4 Resilience

As budgets shrink, there are increasing concerns that some services, particularly in smaller Councils are unsustainable by individual Authorities in isolation and greater collaboration is one way to address such challenges.

8.0 **SUMMARY**

8.1 As such, whilst the debate about further regional working is inevitable, it's important for the Council to be active in whatever the emerging picture should look like and to share in its future. It needs to understand the benefits of local delivery but also be mindful of the national and regional picture and the potential opportunities that working on that footprint may bring.

8.2 If regions are too large or the footprint differs across various sectors, this could lead to confusion and a loss of democratic accountability. Whilst given the current unsustainable nature of public finances, such debates are will continue and it is important to understand the implication of any decisions that are likely to be made.

Appendix A: Existing Collaborative Arrangements

Audit of Regional Working - People Directorate

Name of Regional Group / Working	Which Partners are involved?	What is the remit?	What are the Benefits to Swansea Council of this Group?
WB Regional Partnership Board	Leaders, Portfolio holders, Chief executives and Director/Chief Social Services officer of Swansea Council, Neath Port Talbot CBC, Bridgend CBC, Chairman and Executive leads for ABMU HB, directors/executives of 3rd Sector representatives, CVS's, Citizens panel and Carers partnership representatives, independent sector, Western Bay Programme Director (Councillor R Jones NPT CBC Chair, Andrew Davies Chairman ABMU HB Vice Chair)	Statutory requirement. Provides a senior forum to oversee the discharge of duties under Part 9 of the Social Services Wellbeing Act; agree Regional priorities; identify and respond to opportunities for collaboration and integration of Health, social care and wellbeing. Oversee the delivery of the Regional programme and 'unblock' obstacles to collaborative working	Significant influence around the discharge of duties and delivery of integrated Health Social and wellbeing activity for the citizens of Swansea; ensuring collaboration and co-production through economies of scale resulting from regional partnership working. Working in partnership to respond and lobby WG and respond to new legislation
ERW (Education through Regional Working)	Leaders, Portfolio holders, Chief executives and Directors/Chief Education Officers of Swansea Council, NPTCBC, Cymarthenshire, Powys, Pembrokeshire, Ceredigion. School staff, governors and local authority education department staff.	School improvement – which is defined as challenge and support strategies delivered by regional consortia that improve the teaching and learning in classrooms and lead to improved pupil attainment and progress at all levels and in all contexts. Delivery of the national system for categorising schools, which has been co-constructed by Welsh Government, local authorities, consortia, unions and the profession. This system has replaced the previous individual systems developed by each consortium. This consistent national approach supports schools in their self-evaluation and development planning via a core entitlement to support. Supporting the development of school leadership at all levels – which includes developing opportunities for emerging and senior leaders to develop their experience and expertise by having assignment and secondments in other schools, in addition to commissioning, and co-ordinating the provision of training and development programmes.	Consortium working has ensured greater challenge to Swansea schools, a consistent application of the national categorisation system (where support is proportionate to need). Support for new qualifications in secondary schools has been provided and there has been suitable support to prepare schools for greater digital competence. Schools now benefit from a range of virtual networks, consistent guidance on Welsh as a second language within and outside the classroom. Support for vulnerable learners has been co-ordinated by the regional service via training for attachment aware schools. Joint conferences and training between Neath Port Talbot and Swansea are arranged to reduce duplication and pool resources. Most functions that ERW has been asked to undertake have been delivered well for Swansea by utilising existing staff within Swansea and across the Hub.
ERW Joint Committee	The Joint Committee is made up of the six Local Authority leaders and is advised by the Executive Board of Directors, external school improvement experts, Headteacher representatives and the Managing Director.	The Joint Committee provides strategic direction, financial oversight and ensures effective and efficient delivery of the service.	Consortium working has ensured greater challenge to Swansea schools, a consistent application of the national categorisation system (where support is proportionate to need).
ERW Executive Board	The Executive Board is made up of the Directors of Education from each of the six Local Authorities within the consortium, and external members.	The Board meets monthly to: <ul style="list-style-type: none"> • Monitor progress against the Business Plan • Hold Delivery Board to account against the Business Plan • Financial planning and accountability 	
Tier 1			
Leadership Group	Chief executives, Directors and Chief social services officers Swansea Council, NPTCBC, BCBC, ABMUHB Directors of services; (Swansea Council Chief Exec Chair)	Provides strategic direction and leadership to ensure effective partnership working; provides commitment and endorsement of programme objectives at Executive level; review, challenge and ratification of business plans/proposals;	Enables Swansea to ensure on going strategic alignment of WB programme with SC strategic direction and ensuring decisions are progressed through the appropriate Cabinet/Board; a focus for strategic planning on a cross boundary basis in the interests of securing improved and sustainable performance, efficiency savings and a reduction in service costs.
Programme Team	LA directors, Heads of Adult Services, 1 Head of Childrens services representative, CVC senior representative; ABMU HB Assistant Director of Strategy and partnerships.	Champion, direct and drive the Regional Programme forward	Enables Swansea to ensure on going strategic alignment of WB programme with SC strategic direction and influence the direction of the programme and commitment from partners
Finance and Legal group	SC, NPTCBC, BCBC, ABMU HB	Ensure a common understanding of WB Programme including financial commitments required from each partner organisation and ensure collective financial governance	Ensure financial commitment is in line and aligned to SC budget; realising financial economy of scale in delivery of Section 9 of the Act by working regionally and in partnership
HR leads group and Regional Trade Union forum	SC, NPTCBC, BCBC, ABMUHB, Unison, GMB, RCN BMA and UNITE	Have good working relations for the mutual benefit of statutory partners in the effective delivery of the WB Programme. To share relevant information and intelligence including any workforce matters which may impact on the partners	Positive workforce engagement in relation to regional working

Name of Regional Group / Working	Which Partners are involved?	What is the remit?	What are the Benefits to Swansea Council of this Group?
Community Services Planning and Delivery Board	SC, NPTCBC, BCBC, ABMU HB, 3rd Sector	Planning and commissioning of services for older people that require a common approach across the region. Provide strategic cross challenge around performance and delivery. To oversee the implementation of the social services element of the SS Wellbeing Act regional implementation plan	The Board provides a focus for strategic planning on a cross boundary basis and ensures that best practice is identified and shared in the interests of securing improved and sustainable performance, efficiency savings and a reduction in service costs. Shared knowledge, resources and good practice, standardised ways of working
Community Services Performance sub group	SC NPTCBC, BCBC, ABMU HB	Standardised data collection and reporting infrastructures across the region; ensure comparable data from each of the 3 LA's is provided to the Operational sub group and to Community Services Planning and delivery Board	Enables SC to monitor key performance measures around older peoples services; benchmarking against partner LA's and re design services as needed based on sharing of best practice and improved outcomes; ensuring regionally citizens have access to the same high quality services
Community Services Operational Sub group	SC, NPTCBC, BCBC, ABMU HB, 3rd Sector	Ensure the delivery of a consistent whole system service model, including primary, core and secondary care services across all work streams in Western Bay Community Services Programme; To act as main operational group across Western Bay Community Services for all work streams in the programme	Taking a regional approach enables best practice to be shared across Western Bay improving outcomes for the citizens of Swansea; taking a regional approach to quality frameworks, performance and evaluation
Care Homes sub group	SC, NPTCBC, BCBC, ABMU HB, 3rd Sector	Oversight of implementation of legislation and strategies relating to care homes for older people across the Western Bay region, including the progress of WB care homes commissioning strategy	Taking a regional approach enables best practice to be shared across Western Bay improving outcomes for the citizens of Swansea; taking a regional approach to quality frameworks, performance and evaluation
Care and Support at Home Task and Finish Group	SC, NPTCBC, BCBC, ABMU HB, 3rd Sector	Explore strategically and operationally across Western Bay, the provision of all long-term services delivered to citizens in their home setting; Review the themes highlighted in the Domiciliary Care Position Statement and equally apply to all provision of domiciliary care and all provision of direct payments for older people.	Taking a regional approach enables best practice to be shared across Western Bay improving outcomes for the citizens of Swansea; taking a regional approach to provision of services, quality frameworks, performance and evaluation
Pooled fund for Care Homes Task and Finish Group	SC, NPTCBC, BCBC, ABMU HB,	Oversight of the development and implementation of a pooled fund for care homes for older people as required by the Social Services & Wellbeing (Wales) Act	The development of a Regional pooled fund for care home provision across Western Bay is requirement outlined in SSW Act therefore a statutory requirement; Swansea will directly benefit by being part of this to ensure they have influence over the development of the fund and also long term ability to influence and shape the care home provision across Swansea.
Anticipatory care sub group	SC, NPTCBC, BCBC, ABMU HB,	Develop a process to implement Anticipatory care planning across Western Bay based on the 'What Matters To Me' model; sharing what is developed and tested. With a long term view that this becomes part of core services	Sharing best practice around service delivery to improve outcomes
Commissioning for Complex Needs Board	SC, NPTCBC, BCBC, ABMU HB,	To develop and implement outcomes based commissioning to secure accommodation and support for Adults and Children with complex needs; to implement a Regional Quality Framework	Taking a regional approach enables best practice to be shared across Western Bay improving outcome based commissioning for the citizens of Swansea; taking a regional approach to commissioning, a quality framework, and evaluation. The strength of a collective voice in negotiating providers
Welsh Community Care Information System (WCCIS)	SC, NPTCBC, BCBC, ABMU HB, NWIS	Ensure that the implementation, development and use of WCCIS supports the local and regional requirements for the ongoing transformation of the delivery of integrated health and social services	Sharing learning and experiences to ensure that Swansea's implementation and development of WCCIS is supported and strategically developed to achieve the ambitions for integrated Health and Social Care working. Therefore the real benefits for Swansea will be to call on the experience and networking available in the Regional Team which includes their ability to coordinate, develop and support best practice to implement consistent approaches and thereby minimising duplication, and the need to "re-invent the wheel".
Workforce development steering group	SC, NPTCBC, BCBC, ABMU HB, Social Care Wales	Identify and support key workforce issues from the sector in each region: Recruitment and Retention to promote careers within social care sector; Education and Training Provision ensuring a qualified, competent and confident workforce	Swansea will benefit from taking a regional approach by having a skilled workforce in place and for the care sector to be viewed positively by those considering this sector as a career option; an ability to influence a much wider audience who may consider working across the Swansea area.

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Area Planning steering group	SC, NPTCBC, BCBC, ABMU HB, 3rd Sector, Carers partnership	To ensure the development and production of an area plan for integration of Health and Social care which responds to the findings of the Population assessment.	Sharing resources across Western Bay to develop and deliver an area plan in response to the population assessment; economies of scale and influence
Heads of Childrens services	ABMU HB, BCBC, SC, NPTCBC	Ensure the delivery of key priorities for children with complex needs	The group provides a focus for strategic planning on a cross boundary basis and ensures that best practice is identified and shared in the interests of securing improved and sustainable performance, efficiency savings and a reduction in service costs. Shared knowledge, resources and good practice, standardised ways of working
Integrated Autism Service	SC, NPTCBC, BCBC, ABMU HB, ASD info Wales	Oversee the development of a Regional integrated Autism service	Swansea benefit from a wide range of expertise with the sharing of ideas and best practice and informing the development of the service
ICF - grant allocation process	SC NPTCBC, BCBC, ABMU HB, 3rd Sector, Carers partnership	To oversee the allocation of Integrated Care Fund funding held by ABMU HB on behalf of the Region; Administered by WB programme office. Western Bay programme office support all aspects and gather quarterly reports for submission to WG	Oversight and influence of projects that are funded across WB.
Citizens Panel	Citizens from across Western Bay; BCBC, ABMUHB	To inform and engage with Citizens around the work of Western bay and provide link to the Regional Partnership Board.	Gives a voice to citizens across Swansea engaging, informing and enabling them to understand the processes and services being taken through regional partnership board and enabling them to be part of the decision making process
Carers Partnership Board	Representatives from carers groups across Western Bay; Swansea, NPT and Bridgend CVCs, ABMU HB, SC, NPTCB, BCBC, 3rd Sector	Improve the lives of Carers across the WB area by building on the progress achieved as a result of the Valuing Carers Strategy; maintain the momentum of Carers awareness and provide a framework for partner organisations to respond to Carers within the remit of the Social Services and Well-Being Act 2014 (Wales)	Ensuring Swansea's duty to carers as outlined in the SS Well Being Act (2014) is fulfilled; enabling best practice around the support of carers to be shared
Mental Health and Learning Disabilities Commissioning Board	SC, NPTCBC, BCBC, ABMUHB, 3rd Sector	To ensure the delivery of key priorities for mental health and learning disability services for adults and their families; to lead the development of strategies and commissioning priorities to inform the co-production of proposals to redesign or create new models of	A forum to share best practice around commissioning services and enables Swansea to contribute to the development and influence new models of care
Tier 2			
Regional Adoption Service	SC, NPTCBC, BCBC, Independent and 3rd Sector	The aim of this group is to develop a new regional adoption service collaborating across all 3 local authority adoption agencies.	Ability to influence the development of the regional adoption service
Regional safeguarding Children	SC, NPTCBC, BCBC, ABMUHB, police, probationary service, WAST, independent and 3rd sector	SCBs are the key statutory mechanism for agreeing how the relevant organisations in each area will cooperate to safeguard and promote the welfare of children, and for ensuring the effectiveness of what they do. Western Bay Safeguarding Children Board is committed to the UNCRC and believes in the 7 Core Aims for all children and young people which state that they should: have a flying start in life have a comprehensive range of education, training and learning opportunities have the best possible health, free from abuse, victimisation and exploitation have access to play, leisure, sporting and cultural activities be treated with respect and have their race and cultural identity recognised have a safe home and community that supports physical and emotional wellbeing not be disadvantaged by poverty	Ability to influence and share best practice around safeguarding children across Swansea
Regional safeguarding Adults	SC, NPTCBC, BCBC, ABMUHB, police, probationary service, WAST, independent and 3rd sector	SCBs are the key statutory mechanism for agreeing how the relevant organisations in each area will cooperate to safeguard and promote the welfare of Adults, and for ensuring the effectiveness of what they do.	Ability to influence and share best practice around safeguarding Adults across Swansea

Name of Regional Group / Working	Which Partners are involved?	What is the remit?	What are the Benefits to Swansea Council of this Group?
Area Planning Board for substance misuse	SC, NPTCBC, BCBC, ABMUHB, police, probationary service, WAST, independent and 3rd sector	The APB wants to make sure there are a wide range of integrated services that meet the needs of residents and which improve people's wellbeing, preventing people from using drugs and alcohol harmfully and providing services for those who do need to access specialist service provision, "where service users move seamlessly between services, or access a number of mutually supportive services without necessarily being aware that they are provided by different service providers or service sectors." (Welsh Government)	Ability to influence the development of substance misuse services regionally and also share best practice.
Integrated Family Support Service	SC, NPTCBC, BCBC, ABMUHB	To develop an integrated family support team for referrals when there are concerns about the welfare of children, such as: substance misuse, Domestic violence or abuse, a history of violent or abusive behaviour; mental health issues. Families who experience such difficulties might be at risk of having their children placed into care or having their names put on the Child Protection Register. IFSS work with families to help them to make positive changes, so that any concerns are lessened and children can stay safely at home. IFSS teams provide targeted support and help connect children and adult services, focusing on the family as a unit	Ability to influence the development of IFS services regionally and also share best practice.
Regional collaborative committee for supporting people	Councillors from NPTCBC, SC, BCBC, independent and 3rd sector provider representatives, probation services and substance misuse representatives, ABMU HB Assistant director of Strategy and Partnerships, SPNAB rep	The Supporting People Programme was launched in 2003 and brought together housing-related funding streams from across central government. The Supporting People Programme Grant (SPPG) provides housing-related support to help vulnerable people avoid homelessness and allows them to live as independently as possible. This could be in people's own homes or in hostels, sheltered housing, or other specialist supported housing. The Programme has close policy links across the Welsh Government e.g. Social Services, Health, Probation and Community Safety, Tackling Poverty and Public Service Policy. Whilst the Supporting People Programme can help vulnerable people with housing related matters, Social Services Departments can help with personal care.	
Youth Justice and intervention service	Police, Probation Service, SC, NPTCBC, BCBC, ABMU HB, Education, Substance Misuse Agencies and Housing	The service works with young people aged 10-17 and has 3 main areas of work: Preventing Offending: A large area of work centres around preventing young people from committing an offence and getting involved in the youth justice system. Offenders: The service works with work with young people who have come to the attention of the police and the courts because of their offending. Depending on their sentence, the Youth Justice Service has to supervise the young person throughout their order. During this time the service looks at how it can assist the young person to stop re-offending. Community Safety : A small number of young people continue to reoffend and some young people commit very serious offences. The Service is responsible for working with the young person during their time in prison and when they are released back into the community.	

Name of Regional Group / Working	Which Partners are involved?	What is the remit?	What are the Benefits to Swansea Council of this Group?
Western Bay Regional CONTEST Board	SC, BCBC, NPTCBC, ABMU, SWP, MWWFRS, WECTU, National Probation Service, Wales Community Rehabilitation Company, WG, WAST, Home Office	<p>The Western Bay Regional CONTEST Board's primary role is to progress the delivery of the Wales CONTEST Strategy by ensuring effective multi agency partnership working</p> <p>Objectives:</p> <p>Ensure that local PREVENT action plans are developed and delivered across the partnership area and, where possible, mainstreaming into everyday service delivery;</p> <p>Establish local partnership governance arrangements that identify officers within partner agencies leading on PREVENT and their roles and responsibilities;</p> <p>Establish a process for the formal evaluation of the outputs, outcomes and benefits of relevant local PREVENT projects;</p> <p>Ensure that local PROTECT and PREPARE action plans are developed and delivered across the partnership area and, where possible, mainstreaming into everyday service delivery;</p> <p>Establish local partnership governance arrangements that identify officers within partner agencies leading on PROTECT and PREPARE and their roles and responsibilities;</p> <p>Establish a process for the formal evaluation of the outputs, outcomes and benefits of relevant local PROTECT and PREPARE projects;</p> <hr/> <p>Ensure information sharing protocols enable the sensitive and confidential sharing of intelligence and/or sensitive information between Police and other partners, particularly with regard to individuals/institutions vulnerable to radicalisation and the exchange of information on risk levels, threats and mitigating actions.</p> <p>To be responsible for providing an annual report to the Wales CONTEST Board on progress, developments and emerging best practice.</p>	<p>Significant influence around the discharge of duties and delivery of CONTEST activity for Swansea and ensuring collaboration and multi agency regional partnership working. Opportunity to chair the board as this responsibility is rotated between the 3 local authorities on an annual basis. Collaborate with the Home Office and Welsh Government on the Dovetail Pilot (Swansea the only local authority in Wales and one of 9 nationally) to develop a sustainable Channel model for Wales</p>

Project Plan/Timetable of work Scrutiny Inquiry into Regional Working

When / Where	What / Who
Pre Inquiry Working Group 2 October 2017	<ul style="list-style-type: none"> • Overview/strategic picture (Cabinet member and lead officer) • The Corporate landscape with regards to regional working / partnerships • Agreeing the inquiry project plan: discuss the key question, lines of inquiry, evidence gathering and work programme.
Background information to be sent to the panel throughout inquiry <ul style="list-style-type: none"> • Legislation and relevant directives/announcements • Good practice examples 	
Evidence gathering phase	
Session 1 30 Oct at 2pm	<ul style="list-style-type: none"> • Financial picture of Swansea Councils part in regional working. (Details of what are we contributing to and how much)
Session 2 13 Nov at 2pm	<ul style="list-style-type: none"> • Place Directorate – Consider the picture of regional working/partnerships within this Directorate
Session 3 26 Jan at 10.30am	<ul style="list-style-type: none"> • Education (Nick Williams) • Social Services (Dave Howes) • Public Service Board (Chris Sivers) Consider the picture of regional working/partnerships within these areas
Session 4 2 Feb at 10.30am	<ul style="list-style-type: none"> • Roundtable meeting 1 - with representatives from regional working partnerships including <ul style="list-style-type: none"> ○ City Deal (Helen Morgan, Carmarthenshire Lead) ○ South West Wales Regional Transport (Ben George) ○ Carmarthen Bay SAC RAG Officer (Judith Oakley) ○ Waste Partnership (Zac shell, Bridgend)
Session 5 16 Feb at 10.30am	<ul style="list-style-type: none"> • Roundtable meeting 2 - with representatives from regional working partnerships including Western Bay and ERW <ul style="list-style-type: none"> ○ Sara Harvey (Programme Director Western Bay) ○ Betsan O'Connor (Managing Director ERW)
Session 6 Mar 2018 TBA	<ul style="list-style-type: none"> • Speak to Welsh Government representative about current and future regional working
Finalising Inquiry phase	
Session 7 Mar/Apr 2018 TBA	<ul style="list-style-type: none"> • Start to draw together evidence and discuss emerging themes arising from the inquiry. (Start to put together final report for SPC and then Cabinet)
Session 8 TBA	<ul style="list-style-type: none"> • Discuss Final report