



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## Scrutiny Performance Panel – Public Services Board

**At:** Committee Room 5 - Guildhall, Swansea

**On:** Thursday, 4 July 2019

**Time:** 10.00 am

**Convenor:** Councillor Mary Jones

#### **Membership:**

Councillors: P M Black, T J Hennegan, C A Holley, P R Hood-Williams, P K Jones, L R Jones, J W Jones

Co-opted Members: Cherrie Bija, John Warman and Martyn Waygood

Other Attendees: C E Lloyd

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### Agenda

### Page No.

- 1 Apologies for Absence.**
- 2 Disclosure of Personal and Prejudicial Interests.**  
[www.swansea.gov.uk/disclosuresofinterests](http://www.swansea.gov.uk/disclosuresofinterests)
- 3 Prohibition of Whipped Votes and Declaration of Party Whips**
- 4 Public Questions**
  - Questions must relate to matters on the open part of the Agenda of the meeting, and will be dealt with in a 10 minute period
- 5 Minutes** **1 - 10**  
To approve & sign the minutes of the previous meeting(s) as a correct record.
- 6 Review of New Governance Structure** **11 - 33**
  - An opportunity for the Panel to contribute ideas and observations
  - Councillor Clive Lloyd – Cabinet Member for Business Transformation and Performance
  - Suzy Richards – Sustainable Policy Officer

|   |  |                |
|---|--|----------------|
| 7 | <b>Public Services Board Annual Report 2018/19 - Power Point</b> | <b>34 - 35</b> |
| 8 | <b>End of Year Review 2018/19</b>                                | <b>36 - 43</b> |
| 9 | <b>Work Plan 2019/20</b>   | <b>44 - 46</b> |

**Next Meeting:** Wednesday, 2 October 2019 at 10.00 am

*Huw Evans*

**Huw Evans**  
**Head of Democratic Services**  
**Thursday, 27 June 2019**  
**Contact: Scrutiny 636292**

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# Agenda Item 5



City and County of Swansea

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

Committee Room 5 - Guildhall, Swansea

Wednesday, 3 April 2019 at 10.00 am

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

**Councillor(s)**

P M Black  
P R Hood-Williams

**Councillor(s)**

T J Hennegan  
J W Jones

**Councillor(s)**

C A Holley

**Co-opted Member(s)**

Cherrie Bija

**Co-opted Member(s)**

Martyn Waygood

**Co-opted Member(s)**

**Other Attendees**

Professor Andrew Davies Chair of PSB and ABMU

**Officer(s)**

Bethan Hopkins  
Suzy Richards  
Allison Williams  
Gary Mahoney  
Paula Davies  
Alison Jones  
Claire Fauvel

Scrutiny Officer  
Sustainable Policy Officer  
Family Resource Manager  
Early Years Progression Officer  
Health Visiting Lead for Swansea  
Flying Start Link Teacher  
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**Apologies for Absence**

Councillor(s): P K Jones, L R Jones and M Sykes

Co-opted Member(s): John Warman

Other Attendees:

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

- Cllrs Mary Jones and Jeff Jones have a daughter who is a practicing midwife in Swansea

**2 Public Questions**

- None

**3 Notes and Conveners Letter**

- Approved

#### **4 Statutory Member Question and Answer Session - Abertawe Bro Morgannwg University Health Board**

- Professor Davies thanked the Panel for the invitation
- Well-being Plan reflected where PSB was at the time – process largely dictated by scale and legislation. May do things differently if setting up now
- There has been insufficient time for relationships with partners to be established
- PSB developed in a complex way with many organisations dealing with multiple PSBs (e.g. NRW)
- Current governance review should simplify the structure
- Looking to align and streamline the work
- Could be more ambitious in relation to Early Years
- Need to look at timeframes and whether the work is 'smart'. Look at clarity of framework
- Looking at reviewing work streams and reviewing the leadership if this isn't effective
- Scrutiny raises the profile of issues
- Effective governance requires effective scrutiny and leads to improved decision making
- A new structure could improve long term strategic aims and contribute to changes, still early days
- No imminent plans for things to go regional
- Accountability difficult as the scrutiny of individual organisations is not easy
- Making multi-agency decisions is difficult
- Financially the input the PSB is minimal but accept the impact on officer time
- Pooled budgets may be a solution but should come after relationships and processes are established
- Processes should be in the best interest of the Service User

#### **5 Early Years - Objective Lead Update on Action Plan**

- Team went through presentation
- Amount and quality of work under early years very impressive
- Work covers pregnancy to child's second birthday
- Collaborative with senior figures from Police, Health etc
- Some focus on physical literacy too, children said they want more of it
- Health and Social Care needs more prevention work
- Investment in Early Years is most effective
- Attending Flying Start is improving children's performance - measuring distance travelled
- Transition into Flying Start is soft and supported by staff e.g. open days and visits
- Flying Start attendance and routine also encourages parents to get into a routine and ready for school

- Projects are working with people who have Adverse Childhood Experiences (ACEs) and are capturing the right beneficiaries
- Huge engagement for community events e.g. Teddy Bears Picnic, National Play Day
- Lots of Social Media use
- 'Healthy Hearts, Happy Face' good example of collaborative working and collaborative budgets
- Health Visitors also heavily involved in preventative Early Years work
- Outcomes of the Sustained Shared Thinking and Emotional Well-being Scale shows areas to target and an opportunity for learning
- Investing in the work force makes a huge positive difference
- Early intervention work shows financial savings going forward
- This work meets all 5 ways of working and is prevention as it should be
- Physical location of services is important
- Some work being done on peri-natal mental health

## **6 Governance Update**

- Will know more when the new governance structure is proposed at the next core meeting
- Want to make Swansea more accountable and transparent

## **7 Work plan 2018/2019**

- Discussed

The meeting ended at 11.50am

**Chair**



**To/**

**Professor Andrew Davies  
Chair of Swansea Public Services  
Board**

*Please ask for:  
Gofynnwch am:*

*Direct Line:  
Llinell Uniongyrochol:*

*e-Mail  
e-Bost:*

*Date  
Dyddiad:*

**Overview & Scrutiny**

**01792 636292**

**scrutiny@swansea.gov.uk**

**24<sup>th</sup> April 2019**

**BY EMAIL**

Summary: This letter is from the Public Services Board Performance Panel. It follows the meeting on 3<sup>rd</sup> April 2019 looking at the Early Years Objective and Public Services Board Governance, we also had the Statutory Member Q&A.

Dear Professor Davies,

On 3<sup>rd</sup> April 2019 the Panel met with yourself, Gary Mahoney (Early Years Progression Officer), Allison Williams (Family Resource Manager), Paula Davies (Health Visiting Lead for Swansea), Alison Jones (Flying Start Link Teacher) and Claire Fauvel (Principal Public Health Practitioner).

We are grateful to all officers for taking time to attend this meeting considering their busy schedules and for giving us the opportunity to ask questions and provide feedback on the Panels thoughts.

### **Statutory Member Question and Answer Session**

We are grateful to you for attending and answering questions.

We heard how the Well-being Plan, when it was developed reflected where the Public Services Board (PSB) was at the time and the process involved in developing it was largely dictated by legislation and timescales. We were told that if the PSB was being set up now, it would likely be done differently and more time would be allowed for relationships to be established.

We were told that PSBs have developed in complex ways with some organisations such as Natural Resources Wales sitting on multiple PSBs and contributing to every one of them. We feel that this is unreasonable and ineffective for those organisations who have to do this. When asked about the option to make PSBs regional you said that there were no imminent plans for this to happen.

You explained that the Governance Review you will propose should simplify the structure and aims to streamline the work which is currently being undertaken. We look forward to seeing how this is received by the other members.

We heard that time frames need to be reviewed to ensure that the work which is being undertaken is 'smart' and there is clarity in the framework which is currently in place. You also said the work streams are being reviewed and that leadership is being looked at to make sure it is effective. We were told that a new structure could improve long term strategic aims and contribute to changes but this is still at an early stage, we are interested to see how this develops over the next year.

When asked about scrutiny, you explained that effective governance requires effective scrutiny and that this leads to improved decision making and a raised profile of the issues being scrutinised. The Panel are glad that the role and importance of scrutiny is recognised.

We expressed a concern that accountability can be difficult as the scrutiny of an individual organisations performance is not the purpose of the scrutiny undertaken, but rather that organisations performance in relation to the PSB aims and objectives. You agreed and explained that making multi-agency decisions is difficult due to the sometimes contrasting aims of the PSB and the organisation. We agree that this is an ongoing issue.

In previous meetings we have stated that the PSB can take up a lot of officer time without having the associated financial support for the work. You accepted that although the financial input from organisations is minimal, the impact on officer time to deliver and organise the work (especially in relation to report development) can be quite high. The issue of pooled budgets was raised again which the Panel support, but you explained that although this could be an option it needs to come after relationships and processes are developed and that these processes need to be developed in the best interests of the Service Users.

### **Early Years Objective**

We had a very thorough presentation from some of the workers delivering under the Early Years Objective. The amount of work which is being undertaken within Early Years is very impressive. We heard how the work aims to cover pregnancy to a child's second birthday in the first instance but there is recognition that work like this is essential during a child's younger years in general. We know that investment in Early Years is most effective, both for the wellbeing of the child and in relation to financial investment and we feel this is the kind of preventative work which should be being undertaken.

We heard how the work which is being delivered is very collaborative and includes senior figures and commitments from Police, Health, Council and a range of other organisations. We were told that the 'Healthy Hearts. Happy Faces' was an excellent example of truly collaborative work which could not have been achieved by one organisation on its own. As a result of social media use, which is easily accessible to

many people, there is huge attendance at events like the Teddy Bears Picnic and National Play Day, this is very positive.

We were told how there is more focus now on physical literacy encouraging confidence, competence and motivation in relation to movement for children. We heard how children need to be taught and nurtured to use and maintain these skills and we are happy to hear that the children are enjoying it and the feedback was that they wanted more.

We heard about Flying Start work including aims and objectives of the project. Although Flying Start was established outside of the PSB you explained how the work which is being done links in to the 7 well-being goals and 5 ways of working. We were told how Flying Start is improving children's performance by measuring the distance travelled from when a child starts to when the child moves on to school. We heard how the transition to Flying Start is undertaken in a thoughtful way allowing for a 'soft' start including visits to the setting and open days to meet staff and become familiar with activities. The routine and relationship which is developed mirrors school and helps both children and parents adjust into routines and processes similar to school to assist with a successful nursery commencement. We feel this is really important.

Adverse Childhood Experiences (ACEs) have been discussed at this Panel previously. We heard how many of the beneficiaries who link in with projects under Early Years have experienced at least one, and often multiple ACEs, showing that the projects are targeting the correct people. We heard how people who have experienced ACEs are more likely to perpetuate them as an adult so breaking that cycle is essential for well-being. We were interested to hear that Health Visitors are integral in this work and there is new work being undertaken in relation to peri-natal mental health.

We heard how Health and Social Care needs more prevention work and that early intervention and prevention has proven outcomes not only in financial terms, but is the most effective way of dealing with issues. This also requires an investment in the workforce and a consideration of the physical location of services, which are more successful when a 'hub' or shared location is in place.

We expressed in the meeting that the presentation was thorough and the work it discussed was very impressive, however, we would like to understand how much of this is a direct result of the PSB. We know that Flying Start and the 30 Hour Free Childcare Scheme are not a result of the PSB and pre-date the work of the PSB. Can you explain how this links to the work of the PSB and therefore be claimed as a success under the PSB objectives?

## **Governance**

You told us that there would be a new structure presented at the Core Group and we would have feedback around how this is progressing. We do have a query around other PSBs and their governance structures. You alluded that other PSBs have 'work plans' which they report on. We will explore Swansea's version and provide feedback.



## **Other Business**

The voluntary sector was not really mentioned during the presentation, despite the substantial amount of experience and work, which they contribute to Swansea in respect of Early Years.

The Panel do have some additional observations, which they would like some clarification on;

- The voluntary sector contributes greatly to Early Years work; can you confirm which voluntary agencies are represented on the Early Years Strategy Group?
- Regarding the First 1000 Days Conference in November 2017, were any voluntary sector agencies involved? If this was the beginning of the strategy, it is important to ensure that all stakeholders contribute. If the voluntary sector were not involved, how can they be in the future?
- Can you confirm how the voluntary sector have been involved with the GP Early Years Workers?

We would welcome your thoughts on any part of this letter but in particular would like responses to the following by 22<sup>nd</sup> May if possible;

1. We know that Flying Start and the 30 Hour Free Childcare Scheme are not a result of the PSB and pre-date the work of the PSB. Can you explain how this links to the work of the PSB and therefore be claimed as a success under the PSB objectives?
2. The voluntary sector contributes greatly to Early Years work; can you confirm which voluntary agencies are represented on the Early Years Strategy Group?
3. Regarding the First 1000 Days Conference in November 2017, were any voluntary sector agencies involved? If this was the beginning of the strategy, it is important to ensure that all stakeholders contribute. If the voluntary sector were not involved, how can they be in the future?
4. Can you confirm how the voluntary sector have been involved with the GP Early Years Workers?

Yours sincerely,



**Councillor Mary Jones**

Convener, Public Services Board Scrutiny Performance Panel

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



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board

Cadeirydd/Chairman: **Andrew Davies**  
Prif Weithredwr/Chief Executive: **Tracy Myhill**

**gofalu am ein gilydd, cydweithio, gwella bob amser**  
**caring for each other, working together, always improving**

**Pencadlys Bwrdd Iechyd Prifysgol Bae Abertawe Headquarters**

Un Porthfa Talbot, Parc Ynni, Baglan, Port Talbot, SA12 7BR Ffôn 01639 683334

**Swansea Bay University Health Board Headquarters**

One Talbot Gateway, Baglan Energy Park, Port Talbot, SA12 7BR Phone 01639 683334

Rydym yn croesawu gohebiaeth yn y Gymraeg ac yn y Saesneg. We welcome correspondence in Welsh or English.

**☎ 01639 683379**

**Our Ref/Ein Cyf:** AD/JAD/tr

**Date:** 24th May 2019

Councillor Mary Jones  
Convener  
Public Services Board Scrutiny Performance Panel

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

Dear Mary,

**Public Services Board Performance Panel**

Thank you for the opportunity to appear before the Scrutiny Panel on 3<sup>rd</sup> April 2019, and I apologise that my response has missed your deadline. I have always placed great store on the importance and value of scrutiny and welcome appearing before your panel. Thank you also for your letter of the 24<sup>th</sup> April 2019 regarding the Early Years Objective and Governance of the Public Services Board.

Regarding the discussion about making Public Services Boards (PSBs) regional I can confirm that there are no imminent plans for this to happen. By way of explanation this is because according to the Welsh Government statute, mergers of PSBs can happen, but they cannot then be disaggregated again. As a result it has been agreed that rather than merge PSBs, Swansea and Neath Port Talbot PSBs will work together on a number of objectives to improve effectiveness and reduce duplication. In both the Early Years and Working with Nature wellbeing work streams joint work is being developed between the two PSBs and where appropriate reporting into the West Glamorgan Regional Partnership Board, (what was previously the Western Bay Regional Partnership Board.)

With regards to the governance review of Swansea PSB, as I reported to the Scrutiny Panel, this has been focusing on reviewing the PSB governance arrangements with a view to simplifying and streamlining these, making them more effective and allowing them to focus on delivering the Well-being Objectives laid down in the PSB's Well-being Plan. I set up the Governance Review in the autumn of 2018 with the report received and agreed by the PSB Core Group on 11<sup>th</sup> April 2019. As part of this the objectives have been reviewed



and the aims for these re-evaluated to ensure that they are SMART as well as the leads revised as appropriate. As part of this, individual organisations are also clarifying and aligning their governance arrangements to fit with the findings of the review. For example, Swansea Bay University Health Board is restructuring its governance to have more effective scrutiny of the various partnerships it participates in.

In respect of the specific questions you raised:

**1. We know that Flying Start and the 30 Hour Free Childcare Scheme are not a result of the PSB and pre-date the work of the PSB. Can you explain how this links to the work of the PSB and therefore be claimed as a success under the PSB objectives?**

Whilst these initiatives were established prior to the PSB's work, the focus of the Early Years work stream and the wide range of partners involved has ensured that the benefits of these schemes can be more broadly approached and linked to other related work which would otherwise not have been connected. Specifically the Early Years work in Swansea has invested in up-skilling the Early Years workforce, replicating the Flying Start approach on a proportionate basis according to the need beyond the defined geographical areas for this initiative. It will also enable us to identify gaps in provision and opportunities to access additional investment in order to enhance services to achieve readiness for birth, nursery and school.

**2. The voluntary sector contributes greatly to Early Years work; can you confirm which voluntary agencies are represented on the Early Years Strategy Group?**

I accept that this has been a gap in the partnership previously and one that has been identified as a priority in the joint work currently being undertaken by Swansea and Neath Port Talbot PSBs' Early Years work. When the Swansea Early Years Strategy Group was established, representation was sought from stakeholders at a strategic level and therefore the Director of Swansea Council for Voluntary Services was invited to join the group, and she acted as a conduit to the wider sector. Several subgroups exist under the Strategy Group and at these a number of voluntary organisations have participated, including Mudiad Meithrin, Early Years Wales, Clybiau Plant Cymru Kids Clubs, Pacey Cymru, Action for Children and Menter Iaith Abertawe. However, as I pointed out, this is an area where we recognise that the Third Sector should and must be actively involved, as their contribution is essential.

**3. Regarding the First 1000 Days Conference in November 2017, were any voluntary sector agencies involved?**

I have have been informed that this very successful conference had attendance from a broad spectrum of stakeholders including the following voluntary sector organisations: SCVS, Barnardos, Action for Children, Swansea Environmental forum, Faith in Families.



**4. Can you confirm how the voluntary sector have been involved with the GP Early Years Workers?**

I hope the presentation to the Scrutiny Panel demonstrated the valuable contribution of this work. This role often acts as a catalyst for social prescribing and signposting and so has relied on the voluntary sector support which is available to meet the needs of individuals identified and supported by this service. An example would be the links with SNAP and other additional / specialist needs services to support children with additional / complex needs, recognising the value of their knowledge, skills and expertise in supporting these children and families.

I hope that my response helps the panel with its work and if you have any further queries, please do not hesitate to contact me.

Yours sincerely,



**ANDREW DAVIES  
CHAIRMAN**



# Agenda Item 6



## Report of the Convener

### Public Services Board Scrutiny Panel 4<sup>th</sup> July 2019

## Review of PSB Governance Structure

|  |   |
|--|---|
| <b>Purpose:</b>                          | To review the revised governance structure for the PSB and feedback to the PSB Chair.                         |
| <b>Content:</b>                          | Background information relating to the Governance Structure Item.   |
| <b>Councillors are being asked to:</b>   | Review the proposed Governance Structure and write to the PSB Chair with any observations the Panel may have. |
| <b>Lead Councillor:</b>                  | Councillor Mary Jones, Chair of PSB Performance Panel   |
| <b>Lead Officer &amp; Report Author:</b> | Tel: 01792 636292<br>E-mail: Bethan.hopkins@swansea.gov.uk  |

### 1. Background

- 1.1 A new Governance Structure has been developed for Swansea Public Services Board and is being presented to Scrutiny for feedback.
- 1.2 Following the discussion of proposals at the Core Group in December 2017 and June 2018, a steering group was established in October 2018 to explore options for a Review of Governance.
- 1.3 The Panel will hear about the new Governance Structure and have the opportunity to feedback and ask questions.

### 2. Legal Implications

- 2.1 There are no legal implications.

### 3. Financial Implications

3.1 There are no financial implications

**Appendices:**

None



## Public Services Board Scrutiny Performance Panel – 4 July 2019

### PSB Governance Review Progress

#### 1. Introduction

- 1.1 Following the discussion of proposals at the Core Group in December 2017 and June 2018, a steering group was established in October 2018 to explore options for a Review of Governance.
- 1.2 The Steering Group met on 6<sup>th</sup> November 2018 and 14<sup>th</sup> January 2019 with a sub group being set up to draft Terms of Reference and Memorandum of Understanding. This subgroup met on 24<sup>th</sup> and 30<sup>th</sup> January 2019. The draft Governance Review was discussed by the Partnership Group on 12<sup>th</sup> March 2019.
- 1.3 This paper sets out work to date which includes a Terms of Reference, and Memorandum of Understanding which are attached as Appendices.

#### 2. The Steering Group's Process

- 2.1 The Steering Group has undertaken a review of best practice across Wales. This examined the structures, terms of reference and experience of PSBs across Wales. Activities have also included the inclusion of the topic for discussion at the National PSB Co-ordinator's Unconference, a meeting of the Chair with Sophie Howe, Future Generation Commissioner and engagement with representatives of NPT and Bridgend PSBs.

#### 3. Key Principles

- 3.1 The Steering group has identified key principles essential to achieve an effective review of governance.
- 3.2 The Governance Review is developed in line with the sustainable development principle's five ways of working
  - **The Long term:** Balancing short-term needs with the need to safeguard the ability to meet long-term needs.
  - **Prevention:** Acting to prevent problems occurring or getting worse.

- **Integration:** Making sure that each public agency considers the national well-being goals and the objectives of other public bodies when setting their own priorities.
- **Collaboration:** Working with anyone that could help an organisation meet its well-being objectives.
- **Involvement:** Involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the local area.

3.3 Accountability and the co-operation and collaborative engagement of all partners is key.

3.4 All organisations are committed to shared responsibility.

3.5 The PSB's activities are everyone's 'dayjob'.

The governance review aims to streamline the PSB governance arrangements and structure in order to improve accountability, achieve a more efficient use of resources and enable the PSB to focus on the delivery of priorities.

#### **4.0 Terms of Reference**

4.1 Terms of reference are required by statute. Swansea PSB currently uses an informal manual to meet this need. Moving forward formal Terms of Reference which provide a clear legal context and structure for operation will be adopted. A draft is attached for consideration in Appendix 1.

### **5. Memorandum of Understanding**

5.1 In order to improve accountability there is a need to formally define the PSB's relationship with the various organisations that carry out the work of the Public Service Board and their responsibilities. This makes clear to staff at all levels of organisations that improving well-being by contributing to the Local Well-being Objectives is a part of the day-job.

5.2 A Memorandum of Understanding between the Statutory PSB and each organisation that works to collectively improve well-being in Swansea is a way to renew the commitment and buy in of all organisations. It also offers an opportunity to formally refresh the commitments that unite the many organisations that work collectively towards improving Swansea's well-being and set out the associated benefits.

5.3 A draft Memorandum of Understanding has been developed based on that used by the Future Generations Commissioner. This document is attached for consideration in Appendix 2.



**Report Author: Suzy Richards**

**Organisation: Swansea Council**

**Appendices:**

Appendix 1 – Draft Terms of Reference

Appendix 2 – Draft Memorandum of Understanding

## **DRAFT Swansea Public Services Board Terms of Reference**

Agreed by Swansea Public Services Board on xx xx 2019

*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. <sup>i</sup>

### **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. <sup>ii</sup>
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. <sup>iii</sup>
6. In exercising its functions, the Board must take guidance issued by Welsh Ministers into account. <sup>iv</sup>

## 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. <sup>v</sup>
  - 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. <sup>vi</sup>
  - c) To prepare and publish an annual report that sets out the Board's progress in meeting the local objectives<sup>vii</sup>
  - d) To invite participants to attend and participate in the business of the Board as appropriate<sup>viii</sup>.
  - e) To review and revise its local objectives and if it has revised its local objectives it must amend the Well-being Plan <sup>ix</sup>.
  - 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. <sup>x</sup>
  - 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. <sup>xi</sup>

## Membership

### *Statutory Members*

8. The statutory members of the Board are: <sup>xii</sup>
  - a) **City and County of Swansea**
  - b) **Swansea Bay University Health Board**
  - c) **Mid and West Wales Fire and Rescue Service**
  - d) **Natural Resources Wales**
9. The Representatives of the statutory members of the Board are: <sup>xiii</sup>
  - 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 Service (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. <sup>xiv</sup>
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: <sup>xv</sup>

- 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. <sup>xvi</sup>

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. <sup>xvii</sup>

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. <sup>xviii</sup>

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. <sup>xix</sup>

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. <sup>xx</sup>

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. <sup>xxi</sup>

### **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. <sup>xxii</sup>
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. <sup>xxiii</sup>
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. <sup>xxiv</sup>

### **Ordinary Meetings**

29. Ordinary meetings of the Board will take place, as a minimum, every X calendar months in accordance with Schedule 1. The Board may amend the schedule of meetings. <sup>xxv</sup>

### **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. <sup>xxvi</sup>
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. <sup>xxvii</sup>
32. Sub-groups cannot: <sup>xxviii</sup>
- 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. <sup>xxix</sup>

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. <sup>xxx</sup>

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. <sup>xxxi</sup>

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. <sup>xxxii</sup>
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. <sup>xxxiii</sup>
42. The PSB may collaborate with another Board. <sup>xxxiv</sup>

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

<sup>ii</sup> S 36(3) of the 2015 Act

<sup>iii</sup> S32(2) of the 2015 Act

<sup>iv</sup> S38 of the 2015 Act

<sup>v</sup> S 37 of the 2015 Act



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- 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

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## **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  
  
Date  
  
Date  
  
Date
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
  - 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**

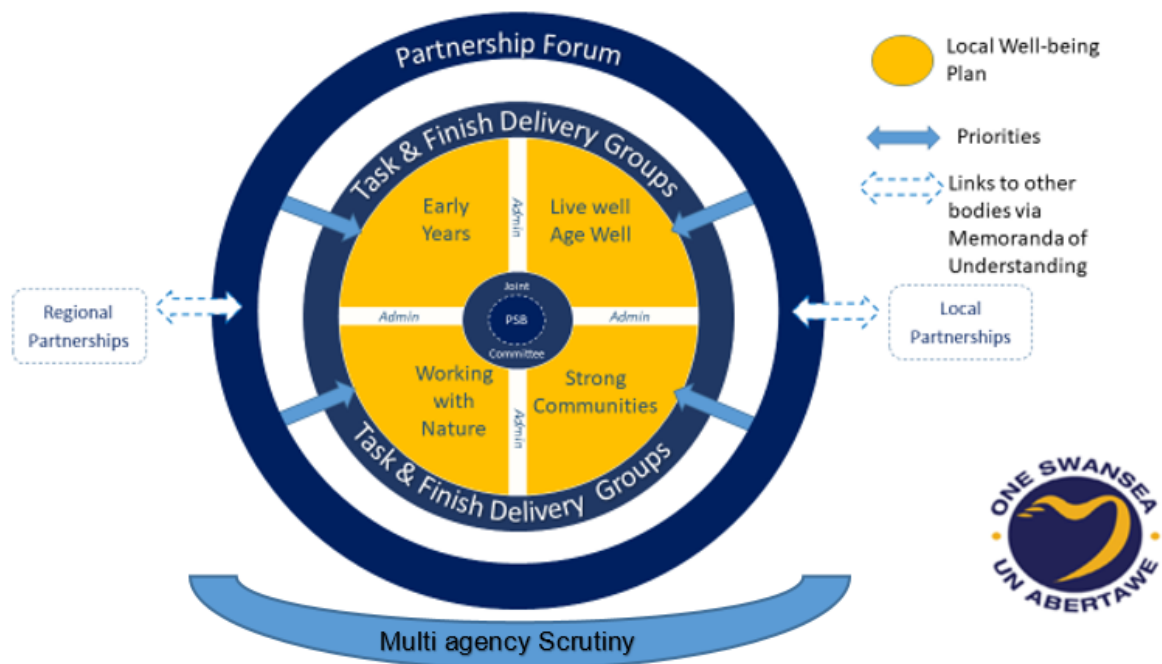
- Swansea Council will provide an administrative role supporting statutory members of the Public Services Board to discharge their legal responsibilities. This is in line with the Local Authority's statutory duty to support the PSB.
- Statutory members co-ordinating the delivery of the Local Well-being 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

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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

# **Memorandum of Understanding between Swansea Public Services Board and Organisation X**

## **1. Why we need a Memorandum of Understanding**

1.1 Swansea Public Services Board (“the Board”) recognises the value of setting out clear arrangements regarding the relationships between the various organisations that work together to deliver the Local Well-being Plan’s Local Well-being Objectives.

A diversity of organisations contribute to the improvement of well-being in Swansea through the Public Services Board. They include statutory members, invited participants and other partners from the public, private and third sectors. Roles and responsibilities vary considerably as do the relationships and involvement of each organisation.

## **2. The Memorandum of Understanding’s purpose**

This memorandum of understanding aims to

- Recognise shared commitments and common principles
- Provide clarity on how the governance of independent delivery groups interacts with the governance structure of the PSB
- Enable each organisation and their staff to understand how they relate to the PSB on a strategic level and how any operational commitments to take joint action are related to the PSB.
- Streamline decision-making and accountability improving integration
- Provide a pathway to appeal for the PSB to act as an advocate and assist in gaining buy in at a high level across public services, unblocking issues and overcoming challenges.

## **3. Our responsibilities**

3.1 Swansea Public Services Board’s **statutory members** are collectively responsible for fulfilling the Board’s statutory duties under the Well-being of Future Generations Act (Wales) 2015.

However, they will not and cannot work in isolation as other bodies and organisations in the area have a significant contribution to make and fully participate in the work of the board (subject to the unanimous agreement of the statutory members in relation to statutory duties (e.g. to publish assessments of local well-being, local well-being plans and annual progress reports).

3.2 **Invited participants** having accepted an invitation to participate in the Board's activity will work jointly with the board on anything the Board does under its well-being duty. This means they are entitled to make representations to the board about the assessment of well-being and local well-being plan, take part in its meetings and provide other advice and assistance.

3.3 The Board is also required to engage with **other partners** in the area who have a material interest in the well-being of the area, or who deliver important public services, in the preparation implementation and delivery of the work of the Board. It is for the board to consider what public bodies it wishes to invite to participate in its work as invited participants and the manner in which it intends to involve them.

3.4 All organisations involved in the work of the Board take on responsibility to play their part in improving Swansea's well-being via the work of the Board regardless of if this commitment is a legal duty or a voluntary commitment made with goodwill.

3.5 The PSB Joint Committee (which includes the statutory Public Services Board) meets at least every X months to carry out the strategic work of the PSB. It is assisted in this role by Partnership Forum (where statutory members work with invited participants and other partners to ensure the integration of the Local Well-being Plan's Local Well-being Objectives).

Each Local Well-being Objective is to be coordinated by a Statutory Member in order to ensure effective delivery by delivery groups. Integration will be ensured via the Partnership Forum.

#### 4. The principles that guide our work

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

4.2 The sustainable development principle underpins all the Board's activities. This means working to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

4.3 All organisations agree to apply the sustainable development principle by applying the five ways of working in relation to their participation in the work of the Board.

- **The Long term:** Balancing short-term needs with the need to safeguard the ability to meet long-term needs.
- **Prevention:** Acting to prevent problems occurring or getting worse.

- **Integration:** Making sure that each public agency considers the national well-being goals and the objectives of other public bodies when setting their own priorities.
  - **Collaboration:** Working with anyone that could help an organisation meet its well-being objectives.
  - **Involvement:** Involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the local area.
- 3.4 All organisations agree to maximise their contribution to the National Well-being Goals in all joint activity undertaken in relation to the Board.
- 3.5 All organisations are committed to shared responsibility. The PSB's activities are everyone's 'day-job'.

#### **4. Our Commitments**

4.1 Underpinning the work of the Board is a set of commitments that all board members, invited participants and other partners sign up to when they join. These commitments are above and beyond the legal duties that the different organisations have.

- **Healthy City Status**

Swansea is part of the Healthy Cities network promoting good health and addressing health inequality in our communities

- **Swansea as a Human Rights City**

Swansea Public Services Board supports the development of a Human Rights City approach in Swansea.

- **Children and Young People's Rights**

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

- **First 1000 Days**

Swansea Public Services Board has joined the First 1000 Days collaborative which supports families throughout pregnancy and the first two years of life.

- **Age Friendly Cities and Communities**

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

- **Good Practice in Public Engagement**

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



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

- **Participation of Children and Young People**

The Board is committed to the principles of the National Standards for Children and Young People's Participation.

- **Armed Forces Community Covenant**

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

- **Convention on Biological Diversity**

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

- **One Public Sector**

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

- **Tackling Poverty**

*A commitment to tackling poverty has been suggested by Scrutiny and the Cabinet Portfolio holder as part of the Local Well-being Plan's Consultation process.*

## 5. How we will work

5.1 All statutory members or public bodies subject to the well-being duty must comply with the Well-being of Future Generations (Wales) 2015 Act and associated statutory guidance must:

- a) Ensure that any designated representatives attending meetings of the Board should have appropriate 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 bodies 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 their decision if they decide not to provide information that the Board has requested

- d) Provide any evidence requested by the Council's designated scrutiny committee but only in respect of the exercise of joint functions conferred as a member of the Board

5.2 Committed and consistent attendance by the right people has been identified as a key success factor by partners. Organisations should endeavour to do all that they can to fulfil this ideal.

5.3 In addition, all representatives of organisations participating in the work of the Board agree to demonstrate leadership by:

- a) Ensuring that they understand the sustainable development principle and adopt the five sustainable development principle's ways of working.
- b) Ensuring that they are aware of the commitments that underpin the work of the Board and are able to take positive steps to promote them within their 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

## **6. Working Together**

6.1 The Local Well-being Plan's Local Well-being Objectives and the steps to deliver its actions will be delivered via Objective Delivery Groups. These groups will each led and co-ordinated by a statutory member which will include all the administrative and support arrangements.

6.2 Objective Leads will be responsible for co-ordinating and reporting the work of organisations within the delivery group. Each Step will have a designated Step Lead who reports information to the Objective Lead.

6.2 Objective Delivery Groups can include existing multi-agency groups with additional commitments and responsibilities which are delivered in addition to the work they voluntarily agree to deliver on behalf of the Board.

6.3 In all cases, members of Objective Delivery Groups commit to deliver and report on any actions they collectively agree to undertake on behalf of the Board.

6.4 All Objective Delivery Groups have the right to request an item is considered for consideration by the Board. This provides Objective Delivery Groups with a clear pathway to escalate opportunities to gain multi-agency support at the highest level or highlight any risks or issues which would benefit from multiagency solutions, advocacy or support at a strategic level.

## 7 Accountability

7.1 Statutory members of the Board are held to account by Swansea Council Scrutiny although invited participants and other partners can provide evidence if they choose to do so. Formally the responsibility for scrutinising the work of the Board is with Swansea Council's Scrutiny Programme Committee. They have set up a special panel to undertake this role. The Public Services Board Scrutiny Panel includes councillors as well as people responsible for holding other public bodies to account.

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

7.3 Each Statutory member takes on responsibility for the coordination of a Local Well-being Objective. This includes the convening of a group to deliver the objective and identification of an Objective lead (responsible for reporting on the objective) and Step Leads (responsible for reporting on progress to each step).

This memorandum of Understanding has been agreed by Swansea PSB and Organisation X ..... acting as a Invited Participant/Other Partner/Statutory Member

On Date .....

.....  
Chair of Swansea PSB

.....  
Representative of Organisation

# Agenda Item 7



## Report of the Convener

### Public Services Board (PSB) Scrutiny Panel 4<sup>th</sup> July 2019

### Review of PSB Annual Report 18/19

|  |  |
|--|--|
| <b>Purpose:</b>                          | To receive an update on the Annual Report 2018/19 for the PSB and feedback to the PSB Chair.                                 |
| <b>Content:</b>                          | Background information relating to the Annual Report 2018/19   |
| <b>Councillors are being asked to:</b>   | Receive a presentation on the PSB Annual Report 2018/19 and write to the PSB Chair with any observations the Panel may have. |
| <b>Lead Councillor:</b>                  | Councillor Mary Jones, Chair of PSB Performance Panel  |
| <b>Lead Officer &amp; Report Author:</b> | Tel: 01792 636292<br>E-mail: Bethan.hopkins@swansea.gov.uk   |

#### 1. Background

- 1.1 The Swansea Public Services Board Annual Report 2018/19 is being published on 4<sup>th</sup> July 2019. A presentation will be given to the Panel with information relating to the report.
- 1.2 The Panel will receive a PowerPoint presentation on the day of the meeting providing background and information on the Swansea PSB Annual Report 2018/19.
- 1.3 The Panel will be able to ask questions relating to the presentation and any information contained in the Annual Report.
- 1.4 Any observations will be included in a letter to the Chair of the PSB.

#### 2. Legal Implications

- 2.1 There are no legal implications.

### **3. Financial Implications**

3.1 There are no financial implications

#### **Appendices:**

None

# Agenda Item 8



## Report of the Convener

### Public Services Board Scrutiny Performance Panel

### Annual Review of Work 2018-19

|  |  |
|--|--|
| <b>Purpose:</b>                          | As the municipal year comes to an end it is good practice to reflect on the Panel's work, experience, and effectiveness.                             |
| <b>Content:</b>                          | A summary of the year's activities and achievements is provided.   |
| <b>Councillors are being asked to:</b>   | <ul style="list-style-type: none"><li>• Reflect on the year's work; and</li><li>• Share ideas to improve the effectiveness of PSB scrutiny</li></ul> |
| <b>Lead Councillor:</b>                  | Councillor Mary Jones<br>Convener of the Public Services Board Performance Panel.  |
| <b>Lead Officer &amp; Report Author:</b> | Bethan Hopkins - Scrutiny Officer Tel: 01792 636292<br>E-mail: Bethan.hopkins@swansea.gov.uk   |

#### 1. Background

1.1 As this is the final meeting of this municipal year the Panel is invited to reflect on the year's scrutiny work, experience and effectiveness. Any ideas that will improve the effectiveness of the scrutiny of the PSB are welcome.

1.2 To help panel members a summary of the year's work is attached.

1.3 Some of the questions the Panel may want to consider:

- What went well?
- What did not go so well?
- Has the Panel's work focused on the right things?
- What have we learnt that will help us with future PSB scrutiny?

## **2. Overview**

- 2.1 The PSB Scrutiny Panel was established in line with requirements of the Well-being of Future Generations (Wales) Act 2015. (NB - the Scrutiny Programme Committee is the designated scrutiny committee for scrutinising Swansea Public Services Board but has set up the Panel to undertake this role)
- 2.2 The Panel has a core membership of 10, including 7 scrutiny councillors and 3 representatives of partner agencies. (NB - Natural Resources Wales declined the invitation to join the Panel and the Probation Service does not have a non-executive arm from which to provide a nominee, the Police and Crime Commissioner Panel also declined the invitation)

## **3. Remit of the Panel**

- 3.1 The overarching purpose of the Public Services Board Scrutiny Performance Panel is to consider “What difference is Swansea Public Services Board making for citizens?”
- 3.2 In terms of statutory requirements, scrutiny is expected to:
  - Formally receive the Wellbeing Assessment and Wellbeing Plan from the Public Services Board (PSB)
  - Act as a statutory consultee for the Wellbeing Assessment and Wellbeing Plan
  - Receive the Annual Progress report that outlines the steps taken to meet the objectives within the Wellbeing Plan.

## **4. Supporting Data**

- Number of Panel meetings = 5
- Number of Conveners letters = 6 (2 of these to the Future Generation Commissioner)

## **5. Future Work Programme**

- 5.1 The delivery of work under the PSB actions has been in place for approximately 1 year. 2019-20 will continue to focus on this delivery and measure success of effective collaboration within the framework of the 5 ways of working and the 7 well-being goals.
- 5.2 This will include;
  - Scrutiny of the new governance arrangements of the Public Services Board
  - Review of the Annual Report 18/19

Appended:

- Completed Work Plan 2018-2019
- Panel Update for Scrutiny Programme Committee March 2019



## Appendix 1

|  |   |
|--|---|
| <p><b>Meeting 1</b></p> <p>Wednesday<br/>18<sup>th</sup> July 2018<br/>Committee Room<br/>3B</p>               | <ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Governance overview report from Rob Stewart as Chair of PSB. Questions sent in advance</li> <li>• Discussion Session</li> </ul>  |
| <p><b>Meeting 2</b></p> <p>Wednesday<br/>3<sup>rd</sup> October<br/>Committee Room<br/>5</p>                   | <ul style="list-style-type: none"> <li>• Future Generations Commissioner – Question and Answer Session</li> </ul>   |
| <p><b>Meeting 3</b></p> <p>Wednesday<br/>5<sup>th</sup> December<br/>Committee Room<br/>5</p>                  | <ol style="list-style-type: none"> <li>1. <b><u>Statutory Member Session</u></b><br/><b><u>Working with Nature</u></b> <ul style="list-style-type: none"> <li>• Statutory member to discuss questions which have been sent in advance<br/> <ul style="list-style-type: none"> <li>✚ NRW – Martyn Evans</li> </ul> </li> <li>• The plan/objective/steps – where are they involved? What are they doing against the specific steps?</li> </ul> </li> <li>2. <b><u>Objectives/Steps Update</u></b> <ul style="list-style-type: none"> <li>• Objective Lead to come in and update on action plan<br/> <ul style="list-style-type: none"> <li>✚ NRW – Max Stokes and Phil McDonnell</li> </ul> </li> <li>• Where are they with delivery and progress?</li> </ul> </li> <li>3. <b><u>Monitoring Item</u></b> <ul style="list-style-type: none"> <li>• Suzy Richards to present monitoring report on PSB progress, updates and governance</li> </ul> </li> </ol> |
| <p><b>Meeting 4</b></p> <p>Wednesday 6<sup>th</sup><br/>February<br/>Civic Centre<br/>Committee Room<br/>1</p> | <ol style="list-style-type: none"> <li>1. <b><u>Statutory Member Session</u></b><br/><b><u>Live Well, Age Well and Strong Communities</u></b> <ul style="list-style-type: none"> <li>• Statutory member to discuss questions which have been sent in advance<br/> <ul style="list-style-type: none"> <li>✚ Rob Stewart – Swansea Council</li> </ul> </li> </ul> </li> </ol>   |

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|--|---|
|  | <ul style="list-style-type: none"> <li>• The plan/objective/steps – where are they involved? What are they doing against the specific steps?</li> </ul> <p><b>2. <u>Objectives/Steps Update</u></b></p> <ul style="list-style-type: none"> <li>• Objective Lead to come in and update on action plan <ul style="list-style-type: none"> <li>✚ Polly Gordon and Adam Hill – Swansea Council</li> </ul> </li> <li>• Where are they with delivery and progress?</li> </ul> <p><b>3. <u>Monitoring Item</u></b></p> <ul style="list-style-type: none"> <li>• Suzy Richards to present monitoring report on PSB progress, updates and governance</li> </ul>  |
| <p><b>Meeting 5</b></p> <p>Wednesday<br/>3<sup>rd</sup> April<br/>Committee Room<br/>5</p> | <p><b>1. <u>Statutory Member Session</u></b><br/><b><u>Early Years</u></b></p> <ul style="list-style-type: none"> <li>• Statutory member to discuss questions which have been sent in advance <ul style="list-style-type: none"> <li>✚ Andrew Davies - ABMU</li> </ul> </li> <li>• The plan/objective/steps – where are they involved? What are they doing against the specific steps?</li> </ul> <p><b>2. <u>Objectives/Steps Update</u></b></p> <ul style="list-style-type: none"> <li>• Objective Lead to come in and update on action plan <ul style="list-style-type: none"> <li>✚ Gary Mahoney – Swansea Council</li> <li>✚ Alison Williams – Swansea Council</li> </ul> </li> <li>• Where are they with delivery and progress?</li> </ul> <p><b>3. <u>Monitoring Item</u></b></p> <ul style="list-style-type: none"> <li>• Suzy Richards to present monitoring report on PSB progress, updates and governance</li> </ul> |

**Public Services Board Scrutiny Performance Panel Update**  
**March 2019**

**1. Remit of the Panel**

It is a statutory obligation that each Local Authority must ensure its overview and scrutiny committee has the power to:

- a) Review or scrutinise the decisions made or actions taken by the Public Services Board (PSB);
- b) Review or scrutinise the Board's governance arrangements;
- c) Make reports or recommendations to the board regarding its functions or governance arrangements;
- d) Consider matters relating to the Board as the Welsh Ministers may refer to it and report to the Welsh Ministers accordingly; and
- e) Carry out other functions in relation to the board that are imposed on it by the Act.

**2. Introduction**

The Panel is focused on contributing to the Scrutiny of the Public Services Board by providing a critical friend for the Chair of the Public Services Board and helping to ensure accountability. The overarching question the Panel is asking is: What difference is Swansea PSB making for citizens?

**3. Key Activities**

The Panel held five meetings between July 2018 and April 2019.

Each meeting (with the exception of the October session with the Future Generations Commissioner) followed the same format. A question and answer session with a statutory member of the PSB, an update from the objective leads on delivery and progress and a governance update. This format allowed for regular monitoring combined with progress reports.

This work has resulted in four convener's letters being sent to the Chair of the PSB and one being sent to the Future Generations Commissioner. The main issues covered during the meetings are below:

|               |   |
|---------------|---|
| July 2018     | <ul style="list-style-type: none"><li>• Role of Panel and Work Plan</li><li>• Governance Overview</li></ul>                 |
| October 2018  | <ul style="list-style-type: none"><li>• Future Generations Commissioner Sophie Howe – Question and Answer Session</li></ul> |
| December 2018 | <ul style="list-style-type: none"><li>• Statutory Member Q&amp;A</li></ul>  |

|               |   |
|---------------|---|
|               | <ul style="list-style-type: none"> <li>• Working with Nature Objective Update</li> <li>• Governance Update</li> </ul>                                     |
| February 2019 | <ul style="list-style-type: none"> <li>• Statutory Member Q&amp;A</li> <li>• Live Well, Age Well Objective Update</li> <li>• Governance Update</li> </ul> |
| April 2019    | <ul style="list-style-type: none"> <li>• Statutory Member Q&amp;A</li> <li>• Early Years Objective Update</li> <li>• Governance Update</li> </ul>         |

#### **4. Achievements / Impact**

##### Meeting with the Future Generations Commissioner

In October 2018 Commissioner Howe attended a meeting to give her perspective of PSBs to date and the success and challenges so far.

We heard how the work to date has been ground breaking but there were challenges involved in fundamentally changing how organisations work together and how behaviour and work cultures move forward

We heard about the missed opportunity to regionalise PSBs and that the Commissioner was keen to hear from scrutiny how they are assessing impact.

The Panel suggested that pooled funding was essential going forward and that more robust monitoring and less bureaucracy was needed.

The Panel and Commissioner both agreed that the power of the FGC needs to be reviewed in relation to holding PSBs who are not performing to account.

##### New PSB Chair

During this year the Chair of the PSB changed to Professor Andrew Davies. The Panel have written to Professor Davies after every meeting to keep him updated about the scrutiny being undertaken.

Professor Davies was also invited to attend the PSB meeting on 3<sup>rd</sup> April in his capacity as the Statutory Member for ABMU to update the Panel on how he feels progress is being made.

Professor Davies is stepping down as PSB Chair, the Panel will be updated on developments.

## Objectives and Governance

Each meeting of the year invited the objective leads to update the Panel on progress and plans under their specific objective. This allows the Panel to keep up to date with the 'on the ground' activities.

Each meeting also scheduled a governance update. A governance review has been ongoing throughout the course of the year and this item allows the Panel to hear the latest progress and contribute ideas to its development.

### **5. Future Work Programme**

Next year's work programme will depend on the outcome of the work planning conference regarding frequency of meetings.

# Agenda Item 9

## Public Services Board (PSB) Work Plan 2019-20

|   |  |
|---|--|
| <b>Meeting Date</b>   |  |
| <b>Consultation Meeting</b><br>4 <sup>th</sup> July 2019                  | <ol style="list-style-type: none"> <li>1. To discuss the new Governance Structure and feedback to the PSB Chair</li> <li>2. To review the PSB Annual Report 2018/19</li> </ol>   |
| <u><b>Meeting 1</b></u><br><br><b>Swansea Council</b>                     | <u>Long Term</u><br><br><i>Aim: Explore how short term needs are addressed without compromising the long-term needs.</i> <ul style="list-style-type: none"> <li>• How is the PSB managing the importance of balancing short-term needs of delivery, with the need to safeguard the ability to also meet the long-term needs of all service users?</li> <li>• What tools are in place to ensure these long- term needs are regularly assessed and safeguarded?</li> <li>• Can you give an example of a project which demonstrates that the short term delivery needs are met whilst building in resilience and opportunity for future generations?</li> </ul> |
| <u><b>Meeting 2</b></u><br><br><b>Swansea Bay University Health Board</b> | <u>Prevention</u><br><br><i>Aim: Explore how problem prevention is being integrated into policies and procedures.</i> <ul style="list-style-type: none"> <li>• How is the PSB acting to prevent problems occurring or getting worse which may hinder public bodies meeting their objectives?</li> <li>• How are you supporting other public bodies and partners to</li> </ul>  |

|   |  |
|---|--|
|   | <p>achieve the aims of prevention and early intervention?</p> <ul style="list-style-type: none"> <li>• (Excluding Jig-So) Do you have an example of a PSB project, which displays the prevention ethos?</li> </ul>   |
| <p><b><u>Meeting 3</u></b></p> <p><b>Mid and West Wales Fire Service</b></p>        | <p><u>Integration (including Regional Integration)</u></p> <p><i>Aim: Explore how the public bodies own well-being objectives impact on the well-being goals and those of partners. Aiming for integration of well-being goals across all activities.</i></p> <ul style="list-style-type: none"> <li>• How is the PSB assessing how the internal well-being objectives of public bodies are meeting the well-being goals in general?</li> <li>• How is regional integration contributing to the well-being goals? Examples?</li> <li>• How is integration work positively impacting delivery?</li> </ul> |
| <p><b><u>Meeting 4</u></b></p> <p><b>Swansea Council for Voluntary Services</b></p> | <p><u>Collaboration</u></p> <p><i>Aim: Explore how partners are acting in collaboration with any other person (or different parts of that body itself) to meet the well-being goal.</i></p> <ul style="list-style-type: none"> <li>• How is the PSB ensuring collaboration of people (service users/partners) with an interest to achieving the well-being goals?</li> <li>• How is the PSB ensuring that the people they work with reflect the diversity of the area which that organisation services? How are they invited/recruited?</li> <li>• Can you give examples?</li> </ul>                     |
| <p><b><u>Meeting 5</u></b></p> <p><b>Natural Resources Wales</b></p>                | <p><u>Involvement</u></p> <p><i>Aim: Explore how the PSB is highlighting the importance of involving people with an</i></p>  |

*interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body services.*

- How is the Public Services Board acting in collaboration with people or bodies which could help the body meet its well-being objectives?
- Can you give examples?
- What are the challenges and opportunities?