



## Notice of Meeting

You are invited to attend a Meeting of the

### Swansea Public Services Board Joint Committee

**At:** Committee Room 3C - Guildhall, Swansea

**On:** Thursday, 17 October 2019

**Time:** 3.00 pm

**Joint Chairs:** Councillors Rob Stewart / Clive Lloyd

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If you require Wi-Fi access please could you notify us 24 hours in advance providing a mobile number and e-mail address.

#### Agenda

Page No.

#### Preliminary Matters:

**1 Welcome & Apologies for Absence.**

**2 Disclosures of Personal & Prejudicial Interest.**  
[www.swansea.gov.uk/disclosuresofinterests](http://www.swansea.gov.uk/disclosuresofinterests)

**3 Minutes.**

To approve and sign the Minutes of the previous meeting(s) as a correct record.

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**4 Update on Actions from Previous Meeting. (Verbal)**

**5 Public Question Time.**

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.

#### Items for Discussion / Decision / Approval:

**6 Highlight Reports on Well-being Objective Workstreams (including Risk log).**

- Early Years – Swansea Bay University Health Board;
- Live Well, Age Well – Adam Hill, Swansea Council;
- Working With Nature – Martyn Evans, Natural Resources Wales;
- Strong Communities – Roger Thomas, Mid & West Wales Fire & Rescue Service.

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**7 Joint Committee Risk Log.**

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- 8 **Our Future Wales - Involvement for the Future Generations Report 2020. (Verbal)**
- 9 **Wales Audit Office Report - Review of Public Services Boards. 37 - 78**
- 10 **Update from Critical Incident Group - High Street, Swansea. (Verbal)**
- 11 **Feedback on Partnership Forum - 8 October 2019. (Verbal)**
- 12 **Future Items for next Swansea Public Services Board Joint Committee. (Verbal)**

**Next Meeting:** Thursday, 12 December 2019 at 3.00 pm



**Huw Evans  
Head of Democratic Services  
Friday, 11 October 2019**

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**Contact: Democratic Services - (01792) 636923**

# Agenda Annex

## Swansea Public Services Board – Membership

### Statutory Members (Joint Committee and Partnership Forum)

|   |
|---|
| Vacancy - <i>Swansea Bay University Health Board</i>                                |
| Councillor Rob Stewart - <i>Leader, Swansea Council</i>                             |
| Councillor Jan Curtice - <i>Mid &amp; West Fire and Rescue Service</i>              |
| Martyn Evans - <i>Head of Operations South West Wales – Natural Resources Wales</i> |
| Phil Roberts - <i>Chief Executive, Swansea Council</i>                              |

### Designated Representatives:

|  |
|--|
| Sian Harrop-Griffiths - <i>Director of Strategy – Swansea Bay University Health Board</i>        |
| Adam Hill - <i>Deputy Chief Executive, Swansea Council</i>                                       |
| Clive Lloyd - <i>Deputy Leader, Swansea Council</i>  |
| Roger Thomas - <i>Deputy Chief Fire Officer - Mid &amp; West Wales Fire &amp; Rescue Service</i> |

### Invited Participants (Joint Committee and Partnership Forum)

|   |
|---|
| Karen Cornish - <i>Welsh Government</i>   |
| Joanna Maal - <i>Chief Superintendent, South Wales Police</i>                                 |
| Amanda Carr - <i>Swansea Council for Voluntary Service</i>                                    |
| Alun Michael - <i>Police and Crime Commissioner</i>   |
| Mark Brace - <i>Assistant Commissioner, South Wales Police and Crime Commissioners Office</i> |
| Mark Wade - <i>Health &amp; Housing</i>   |
| Eirian Evans – <i>HM Prison &amp; Probation Service</i>                                       |

### Invited Participants (Partnership Forum)

|   |
|---|
| Mark Child - <i>Cabinet Member for Care, Health &amp; Ageing Well, Swansea Council</i>            |
| Andrea Lewis - <i>Cabinet Member for Homes &amp; Energy, Swansea Council</i>                      |
| Jen Raynor - <i>Cabinet Member for Education Improvement &amp; Learning</i>                       |
| Alyson Pugh / Andrew Stevens - <i>Cabinet Members for Better Communities, Swansea Council</i>     |
| Erika Kirchner - <i>Councillor, Swansea Council</i>   |
|   |
| Deanne Martin - <i>Wales Community Rehabilitation Company</i>                                     |
| Sandra Husbands - <i>Executive Director of Public Health, Swansea Bay University Health Board</i> |
| Hilary Dover - <i>Planning Group</i>  |
| Vacancy - <i>Swansea University</i>   |
| Jane Davidson / Anna Jones - <i>University of Wales Trinity Saint David</i>                       |
| Sarah King - <i>Gower College Swansea (Director of HR)</i>  |
| Jayne Brewer - <i>Gower College Swansea (Head of Employer Development)</i>                        |
| Matthew Bennett - <i>Job Centre Plus</i>  |
| Hywel Evans - <i>Regional Business Forum</i>  |
| Keith Baker - <i>Swansea Economic Regeneration Partnership</i>                                    |
| Philip McDonnell - <i>Swansea Environmental Forum</i>   |
| Mike Phillips - <i>Research Group</i>   |
| Steve Davies - <i>Mid &amp; West Wales Fire &amp; Rescue Service</i>                              |
| To be confirmed - <i>DVLA</i>   |
| To be confirmed - <i>Swansea Learning Partnership</i>   |

# Agenda Item 3



## Minutes of the Swansea Public Services Board Joint Committee

Committee Room 6, Guildhall, Swansea

Thursday, 15 August 2019 at 3.00 pm

**Present:** Roger Thomas (Vice Chair) Presided

Joanne Abbott-Davies, Swansea Bay University Health Board  
Karen Cornish, Welsh Government  
Jan Curtice, Mid & West Wales Fire & Rescue Service  
Martyn Evans, Natural Resources Wales  
Robert Francis-Davies, Swansea Council  
Adam Hill, Swansea Council  
Amanda Lewis, HM Prison & Probation Service  
Alun Michael, Police and Crime Commissioner  
Gareth Morgan, South Wales Police

### **Apologies for Absence**

Mark Brace, Police & Crime Commissioners Office  
Amanda Carr, Swansea Council for Voluntary Service  
Eirian Evans, HM Prison & Probation Service  
Sian Harrop-Griffiths, Swansea Bay University Health Board  
Clive Lloyd, Swansea Council  
Joanna Maal, South Wales Police  
Rob Stewart, Swansea Council  
Mark Wade, Health & Housing Group  
Emma Woollett, Swansea Bay University Health Board

### **Also present:**

Leanne Ahern, Swansea Council  
Allison Lowe, Swansea Council

## **1 Welcome & Apologies for Absence.**

Roger Thomas, Vice Chair welcomed everyone to the meeting and explained that Councillor Clive Lloyd (Chair) had been called away at short notice. Introductions of those present were made.

## **2 Disclosures of Personal & Prejudicial Interest.**

No interests were declared.

## **3 Minutes.**

**Agreed** that the Minutes of the Swansea Public Services Board meeting held on 20 June 2019 be approved and signed as a correct record.

## **Matters Arising:**

### Minute 10 – Safer Swansea Partnership

The Police & Crime Commissioner queried the reporting mechanism between the Safer Swansea Partnership and the PSB due to there being no Community Safety Board in Swansea. Adam Hill responded that the Community Safety Partnership reported via the Strong Communities Work stream, then through the PSB, then to the Safer Swansea Partnership and Critical Incident Group and back to the PSB to ensure the 'golden thread'.

### Minute 19 – Any Other Business

It was commented that a further reason for raising this issue had been an attempt to improve communication methods between partners for those events in Swansea where road closures or restrictions would be in place. This would aid both pre-arranged appointments and emergencies at Singleton Hospital, including access for ambulances. As a result, all correspondence between partners would include links to the Swansea Events webpage to ensure that partners were notified well in advance of relevant events.

**Action:** Partners to ensure they view the Swansea Events webpage on a regular basis for any relevant updates.

## **4 Highlight Reports on Well-being Objective Workstreams (including Risk log).**

Highlight report updates and risk logs were provided on the following:

- Early Years – Swansea Bay University Health Board (update provided by Joanne Abbott-Davies;

### **Actions:**

- 1) Identify lead for Early Years Strategy Steering Group after the retirement of Andrew Davies;
  - 2) Provide senior strategic support to PSB workforce to promote the 'Best Start' campaign;
  - 3) Discuss funding issues of health staff within Jig-so, explore the form of support PSB can provide to enable the continuation of this project;
  - 4) Specialist training that supports the sector to understand, address and support children with ALN within provision;
  - 5) Confidence that referrals into specialists support can withstand a possible increase of children being identified earlier with ALN, eg before the age of 3 years.
- Live Well, Age Well – Adam Hill, Swansea Council;

**Actions:**

- 1) Can the PSB consider Culture Change & Involvement to be moved to a cross cutting theme across the 4 objectives? At the moment it just sits within the Live Well Age Well objective and it was strongly recommended by all present at the live Well Age Well Objective Workshop that this was an output which would be evidenced across all of the work of the PSB;
- 2) Can the PSB explore what a 'City for All', taking a rights based approach, would look like and the relationship and fit with specific initiatives such as Age Friendly Cities, Playful Cities, City of Sanctuary, Intercultural Cities, City of Culture, Human Rights City for example? At the workshop these featured strongly as potentially confusing and conflicting messages for partners and citizens.

- Working With Nature (WWN) – Martyn Evans, Natural Resources Wales;

Discussion around work that has been carried out, in particular the Green Infrastructure (GI) Strategy, which could be used as a good example of past PSB work. In addition, planting of trees in Penlan had taken place as direct result of discussions that had taken place in PSB.

Phase 1 of a joint scheme with NRW & Pembrokeshire County Borough Council on Climate Change had taken place. There would be an opportunity for Swansea and Neath Port Talbot to be involved in Phase 2. Further details would be provided in due course.

**Actions:**

- 1) Wider engagement with the WWN theme;
- 2) Martyn Evans to provide further information on Phase 2 of the Climate Change scheme in due course.

- Strong Communities – Roger Thomas, Mid & West Wales Fire & Rescue Service.

**Actions:**

- 1) PSB Partners to ensure appropriate attendance at meetings, ie attendees with authority to make decisions on behalf of their respective organisations;
- 2) PSB to ensure that 'Action owners' commit to delivering on the agreed actions within the plan.

**Other Actions raised:**

- 1) It was also suggested that the 4 Lead Officers Group meet more frequently.
- 2) Joanne Abbott-Davies to inform Steve Davies of the name of the NHS representative for the Strong Communities Work stream. Representative to attend the next work stream meeting on 24 September.

3) Healthy Cities also be included in the 'City for All'.

It was clarified that the strategic lead for a Work stream did not necessary need be a member of the PSB. The PSB would set the strategic direction and feed back to each of the 4 strategic leads.

It was acknowledged that this was the first time partners had completed these forms and they were still learning what should be included / omitted. An example of a well completed form would be circulated in due course.

The Police & Crime Commissioner highlighted work already ongoing and was keen to understand how this would feed into the strategic work of the PSB and how the actions would be taken forward:

- Early Action Together – positive role in the community;
- Critical Incident work – ongoing;
- Violence Agenda – UK government allocating £880k for use on early intervention and long term benefit. A joint 4 year strategy on Violence against Women and Girls would also be launched;
- IRIS programme (training staff in GP surgeries re violence);
- Drive programme (Merthyr & Cardiff) – challenging perpetrators.

Adam Hill stated that where relevant, the Work streams would pick up any relevant actions. However, if there was something specific that needed to be discussed in more detail, the item could be added to the agenda (with approval from the Chair) and a report drafted by the relevant partner / invited participant.

The next Critical Incident Group would be held on 19 September and focus on the action plan. It was a 1 year Task & Finish Group. Adam Hill would provide an update at the next meeting.

It was also highlighted that High Street, Swansea had been nominated for Best High Street in the UK award.

## **5 Joint Committee Action / Issue Log.**

Adam Hill presented the Joint Committee Action / Issue Log.

He highlighted ID 01 in relation to action plans for each of the Work streams which would hopefully resolve itself due to the revised governance arrangements.

The Committee discussed how it could improve outcomes by working together more on 'prevention', not only to save money for partners further down the line but also in a bid to reduce demand on services.

In addition, Swansea PSB were already working with NPT in an effort to reduce the workload and duplication by possibly scheduling consecutive meetings so all partners were in one location for several meetings in a day. It would also continue to work closely with the West Glamorgan Regional Programme Board (RPB).

The use of technology, eg Skype & Video Conferencing to assist partners in order to accelerate work and reduce the time pressures on already busy diaries (including travelling) was also discussed.

## **6 Future Public Services Board Work Plan. (Verbal Discussion)**

Adam Hill reported that partners were currently not in a position to discuss pooled budgets until there was clarification on specific actions. They would also need to consider the governance of the money and responsibility for delivering actions.

### **Action:**

- 1) Adam Hill to bring a paper to a future PSB meeting on Pooled Budgets.

## **7 Our Future Wales - Involvement for the Future Generations Report 2020.**

Adam Hill reported that correspondence had been circulated to partners in relation to the consultation from the Future Generations Report 2020 'Cymru ein Dyfodol / Our Future Wales'.

The views of Public Services Boards and PSB Scrutiny Committees were being sought to feed into the conversation that would inform the first Future Generations Report 2020.

### **Action:**

- 1) Partners to submit their comments / views to the PSB Support Officer and a response would be drafted for consideration at the next meeting.

## **8 Hosting of Partnership Forum - 8 October 2019. (Verbal)**

Adam Hill asked partners to consider hosting the first Partnership Forum on the afternoon of 8 October 2019. The venue would need to accommodate approximately 100 people and as there was no budget to pay for room hire, would need to be available without charge.

Joanne Abbott-Davies suggested Morrison Education Centre, however she would need to check availability / car parking arrangements. Other venues were also suggested such as Brynmill Scout Hut, Swansea University.

### **Action:**

- 1) Partners to provide any other option to the PSB Support Officer.

## **9 Future Agenda Items.**

Adam Hill stated that as the Swansea Public Services Board Joint Committee was open to the public to attend, Public Question Time should be included on all future agendas.



**Action:**

- 1) Public Question Time be added to all future agendas of the Swansea Public Services Board Joint Committee.

The meeting ended at 4.55 pm

**Chair**

**Project Title: PSB Highlight Report**

**Workstream: Early Years (To Give Every Child The Best Start in Life)**

**Project Lead: Sandra Husbands/Alison Williams/Nina Williams**

**Date: 7/10/19**

**Project Overview**

**Links to other workstreams or partners**

**Jig-so**

Jig-so is a multi-agency and multi-disciplinary team involving health and local authority staff. The project aims to offer support to young or vulnerable parents (aged 24yrs and under) at the earliest possible opportunity - in the first 1000 days of their children's lives.

The team consist of 7 midwives, 4 nursery nurses, 3 early language workers and 5 parenting workers. All are co-located and work together as one team. Due to the multi-agency structure of the team, it is able to offer a greater level of individualised support than other agencies are able to provide. The success of the services is measured on reducing the number of children that enter the care system and reducing adverse childhood experiences.

**Primary Care Child and Family Wellbeing Team (PCCFWT) - GP Network**

The PCCFWT is funded by 3 out of 5 GP Cluster Networks in Swansea. It is a collaborative initiative funded by health and implemented by staff within Swansea Council's Early Intervention Services. The project aims to improve family

**Jig-so**

- Established referral pathway from generic midwives that identify need.
- Positive links with Action for Children.
- Robust links with statutory services.
- Established pathways of support for families within the wider Early Intervention Service (EIS) area
- Joint work with the wider EIS service, to ensure the needs of parents, older than 24 years of age, are supported through a 'virtual' Jig-so model of support.

**Primary Care Child and Family Wellbeing Team (PCCFWT) - GP Network**

- Positive relationships with key health professionals in GP cluster networks

wellbeing and resilience through the offer of, tailored, home based interventions for families with children from birth to the age of 11 years, who present at their local GP with concerns regarding children's behaviour and development.

The team consist of 2 full time family workers that are employed by CCoS.

### **Additional Learning Needs – Non Flying Start Workforce Training**

A suite of training has been identified and planned for delivery during Autumn 2019. The training will support Swansea's Early Years Childcare settings (private and third sector childcare) to have a better understanding, and provide due regard to the ALN Code of Practice.

The training will aim to raise awareness among the childcare workforce to understand their duties around ALN. The training will also support staff to prepare and maintain individual development plans (IDP's) and support the workforce to collaborate with parents, specialist provision and the Local Authority.

### **ALN Grant – 30 Hour Funded Childcare Offer**

The funding awarded through the ALN grant is for childcare providers, to provide access to childcare for 3 & 4 year olds, and support each child's individual needs.

The funding can also be utilised to help upskill the workforce with training such as support for dealing with specific medical

- Referral pathway's established between other early intervention services and third sector providers.
- Established links with statutory services

### **Additional Learning Needs Training Initiative**

- Flying Start
- Education
- Health
- Speech and Language

and/or developmental needs and general training that is directly linked to the provision of care for a specific child.

### **SKIP Meithrin**

SKIP Meithrin is the evidence based early years' movement programme that has been developed in collaboration between Dr Nalda Wainwright from the University of Wales Trinity St David, the Wales Institute of Physical Literacy, Swansea Active Young People Team and the Family Resource Team.

The programme's ambition is to upskill the childcare workforce to support the movement experiences of the children in their care. The outcome of the programme is to support the development of the physical competency among the early years and achieve the optimal outcomes in physical literacy and educational attainment.

### **SKIP Meithrin**

- Ageing Well Work stream – By helping develop children's fundamental motor skills we are helping children to build a movement vocabulary that will serve them going forward and help them be the best that they can be in respect of physical activity. The aim is to develop a firm foundation of movement skills to provide children with opportunities to engage well with physical activity over the course of their life.
- University of Wales Trinity St David (UWTSD)
- Flying Start
- Non maintained day nurseries
- Active Young People Team
- Family Resource Team
- The Physical Activity Alliance

### **Project Outcomes/ Milestones**

#### **JIG-S0**

This service continues to meet the service delivery outcomes. Due to the complexity of the multi-agency pathway, the Jig-so service develops an annual report and evaluation. This will be available in February 2020. Previous evaluations demonstrated that better outcomes for the young parents and a large proportion who were referred to the project by the

local authority were closed to social services involvement or removed from the social service's 'at risk' register. Furthermore, JIG-SO service showed improved health outcomes for parents and children. Parents also reported feeling more confident as a parent.

### **Primary Care Child and Family Wellbeing Team - GP Network**

The project continues to achieve the service delivery outcomes. An evaluation was undertaken in 18/19 in collaboration with Public Health Wales, Swansea University, 1,000 Lives Improvement Collaborative, Wavehill Ltd, and Swansea University Health Board. The evaluation demonstrated the service produced a potential cost saving of £86,315 in upstream health and social services costs including an estimated £16,759 in GP appointments. Of the cases examined in the evaluation, 100% of families reported an improvement in all areas of wellbeing for both children and adults. This service recently won the NHS Wales Award for Improving Health and Wellbeing.

### **Additional Learning Needs – Non Flying Start Training**

During the school autumn term, 160 training places will be offered to the childcare workforce in Swansea. Since the delivery of the initial training sessions, the education psychologist, and childcare opportunities manager are developing an enhanced training plan after additional learning around ALN was identified. The initial awareness raising sessions highlighted that the childcare workforce requires a

greater intensity of learning around understanding ALN, the pathways and referral processes.

**SKIP Meithrin**

The rollout of support, to early years' settings is progressing, with 3 additional settings joining the programme and receiving 12-week support prior to Christmas. It is an aim to achieve complete coverage across all early years' settings in time. University St Trinity Wales is currently developing and evaluation framework to evaluate the effectiveness of the programme.

**Key Updates this period**

**Overview of key risks**

**Highlights – Achievements / Outcomes**

- **JIG-SO**

Has been shortlisted for the Health Service Journal Award under the Health and Local Government Partnership Category.

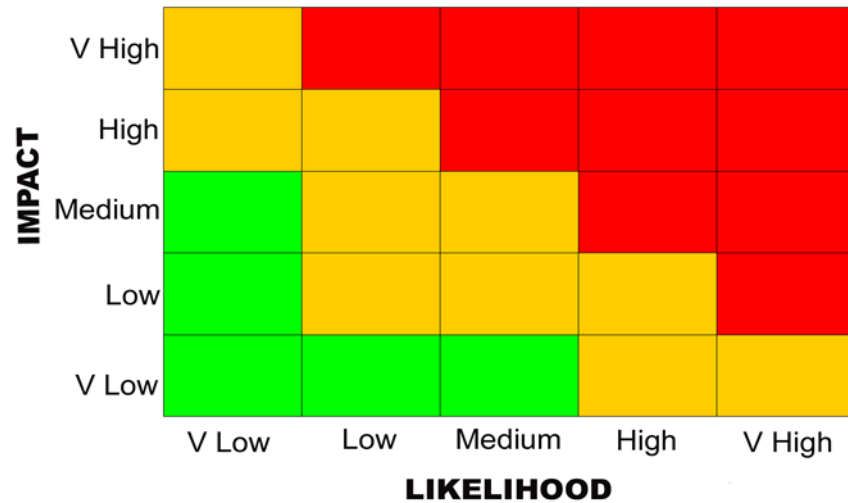
**Challenges/ Barriers**

The service continues to manage demand for the service and actual service capacity.

- **Primary Care Child and Family Wellbeing Team - GP Network**

The project won the NHS Wales Award under the category of Improving Patient Wellbeing. The project has also been

**Risk Matrix (RAG Status)**



shortlisted for the Royal College of General Practitioners - Cluster Innovation Award. The winner will be announced on the 15<sup>th</sup> November 2019.

The project has been selected for final consideration and potential approval as a national Pacesetter.

### **Challenges/ Barriers**

Continuation of managing service demand and capacity

- **ALN – Non Flying Start Workforce Training**

One of three ALN training sessions has been delivered to over 40 childcare managers and Special Education Needs Coordinators (SENCO) within the non-maintained sector. It has become clear that the non-maintained workforce requires additional developmental support around their understanding of ALN and the referral pathways.

- **SKIP Meithrin**

Capacity to roll out 12-week programme to all early years' settings is limited to Active Young People and Healthy Pre-school Coordinator time.

Financial uncertainty around supporting training and supportive resources.

### **Jig-so**

Risk 1 - Potential budget pressures for 2020/2021

### **Primary Care Child and Family Wellbeing Team**

Risk 1 – Continuation of funding for 2020/2021 and possible staff redundancies.

| Priorities for next period   | Stakeholders Involved & Communication undertaken   |
|--|--|
| <p><b>Priority 1</b></p> <p><b>JIG-SO</b></p> <ul style="list-style-type: none"> <li>To continue to offer a responsive service to vulnerable young families.</li> </ul> <p><b>Priority 2</b><br/><b>Primary Care Child and Family Wellbeing Team (GP Network)</b></p> <ul style="list-style-type: none"> <li>To continue to manage capacity and demand.</li> <li>To continue to explore continuity funding options.</li> </ul> <p><b>Priority 3</b></p> <p><b>ALN – Non Flying Start Workforce Training</b></p> <ul style="list-style-type: none"> <li>To develop an enhanced training plan for the non-maintained early years' workforce.</li> </ul> <p><b>Priority 4</b></p> <p><b>SKIP Meithrin</b></p> <ul style="list-style-type: none"> <li>To continue to mentor the setting that have accessed the SKIP Meithrin training to ensure that the learning translates into practice.</li> </ul> | <p><b>Jig-so</b></p> <p>Swansea Bay University Health Board and City and County of Swansea</p> <p><b>Primary Care Child and Family Wellbeing Team (GP Network)</b><br/>GP Clusters, Swansea Bay University Health Board and City and County of Swansea</p> <p><b>SKIP Meithrin</b><br/>UWTSD, Private Sector Early Years Settings, Flying Start Settings and City and County of Swansea.</p> |



**Any Actions for PSB: Note**

- **Action 1** Jig-so service has been evaluated by Swansea University and has demonstrated significant cost savings to both health and social care services. The estimated net cost avoided equated to £8,783 per case, per annum. This report was recently published and is available to the PSB.
- **Action 2** Early raw data and professional insight is indicating that children in Swansea are experiencing delays in their speech and language. This is particularly evident in children living in areas of deprivation however speech and language delays are evident across the social gradient.

**Report Prepared by: Gary Mahoney – Early Years Progression Officer & Claire Fauvel – Public Health Practitioner**



## Risk Log (Early Years)

|                         |   |                        |                    |
|-------------------------|---|------------------------|--------------------|
| <b>Project Title :</b>  | Well-being Objective Action Planning and implementation | <b>Sponsor :</b>       | Sandra Husbands    |
| <b>Project Manager:</b> | Leanne Ahern  | <b>Date Created:</b>   | Updated 07/10/2019 |
|                         |   | <b>Version Number:</b> | 1                  |

| ID                | Subject  | Risk/ Issue | Description  | Proposed Action/ Mitigation  | By When    | RAG Status | Open/ Closed |
|-------------------|--|-------------|--|--|------------|------------|--------------|
| 01<br><br>Page 16 | Jig-So   | Risk        | There has been no increase in the grant allocation since the service was developed in 2016. The service budget is under significant pressure due to annual inflationary cost.  | <p><i>Continued detailed budget management</i></p> <p><i>Create operational efficiencies, where possible, while ensuring service delivery.</i></p> <p><i>Report service cost pressures, and economic evaluation during phase 2 of the CCoS Social Services review.</i></p> | March 2020 |            | Open         |
| 04                | Primary Care Child & Family Well being team (GP Network) | Risk        | <p>The pilot project was developed using a time limited funding scheme to test its impact on improving outcomes for families and reducing pressures upon primary care.</p> <p>The project has demonstrated its effectiveness in achieving the outcomes for children and families</p> | <p><i>The Head of Primary Care (SB UHB) continue to seek other sources of funding to maintain this service. However, if funding sources do not present this service will cease.</i></p>  | Ongoing    |            | Open         |

|  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|
|  |  | <p>and also demonstrated an overall potential cost saving of £863,155 for further health and social care.</p> <p>If a sustainable source of funding is not identified this project will cease.</p> |  |  |  |  |
|--|--|--|--|--|--|--|

|  |  |
|--|--|
| <b>Project Title: PSB Highlight Report</b> | <b>Workstream: Live Well Age Well</b>    |
| <b>Project Lead: Jane Whitmore</b>         | <b>Date: 7<sup>th</sup> October 2019</b> |

| <b>Project Overview</b>  | <b>Links to other workstreams or partners</b>   |
|--|---|
| <p>The Live Well Age Objective aims to make Swansea a great place to live well and age well where people are supported to be safe, healthy, independent and resilient in order for them to reach their full potential.</p> <p>To achieve this we need to develop approaches and services which support independence and resilience across communities, moving away from a service delivery model and changing the relationship between public and services.</p> <p>It is important we ask and understand what matters to individuals and what would help to build confident, healthy and resilient communities.</p>  | <p>Representatives from the 3 other PSB objectives are included on the invite list for the Live Well Age Well objective</p> <p>There is a link to the Early Years Objective to ensure there is a seamless approach and pathway across the age ranges.</p> <p>Links have been made with the Stronger Communities objective to understand the similarities between the two objectives to avoid duplication.</p> |
| <b>Project Outcomes/ Milestones</b>  | <p>As we all reflect on the focus of the objectives going forward we need to make sure there are strong links and understanding between the objectives as they are congruent.</p>   |
| <ul style="list-style-type: none"> <li>• <i>Revisit existing steps in Wellbeing Plan under this objective to establish what is business as usual and what actions would benefit from a collective partnership approach (April 19) – Completed</i></li> <li>• <i>Mapping of existing work on Ageing Well into the Live Well Age Well objective to ensure nothing is lost (May – June 19) – Completed</i></li> <li>• <i>Partnership workshop held to reflect where we have come from and identify key areas of work going forward (July 2019) – Completed</i></li> <li>• Live Well Age Well Group to identify key priorities for 19/20 (September - October 2019)</li> </ul> |   |

|   |   |        |        |        |        |        |     |     |  |      |        |     |     |     |     |               |        |       |        |        |     |     |     |       |        |        |        |     |       |       |       |       |        |        |  |  |       |     |        |      |        |
|---|---|--------|--------|--------|--------|--------|-----|-----|--|------|--------|-----|-----|-----|-----|---------------|--------|-------|--------|--------|-----|-----|-----|-------|--------|--------|--------|-----|-------|-------|-------|-------|--------|--------|--|--|-------|-----|--------|------|--------|
| <ul style="list-style-type: none"> <li>Partnerships lead identified to take action forward (October 2019)</li> <li>Live Well Age Well Group to monitor progress (January 2020)</li> <li>Annual Progress Report to include actions and outcomes complied (March 2020)</li> </ul>   |   |        |        |        |        |        |     |     |  |      |        |     |     |     |     |               |        |       |        |        |     |     |     |       |        |        |        |     |       |       |       |       |        |        |  |  |       |     |        |      |        |
| <p><b>Key Updates this period</b></p>   | <p><b>Overview of key risks</b></p>   |        |        |        |        |        |     |     |  |      |        |     |     |     |     |               |        |       |        |        |     |     |     |       |        |        |        |     |       |       |       |       |        |        |  |  |       |     |        |      |        |
| <p><b>Highlights – Achievements / Outcomes</b></p> <ul style="list-style-type: none"> <li>Good partnership buy in around this objective</li> <li>A huge amount of work around this area already underway</li> <li>Expanded the knowledge base through existing involvement to wider partners</li> </ul> <p><b>Challenges/ Barriers/Risks</b></p> <ol style="list-style-type: none"> <li>Not joining up all existing work to make sure the Live Well Age Well Objective adds value and not duplicates business as usual</li> <li>Not having the right people are around the table to take action and deliver outcomes</li> <li>How to expand the lens and age range of this objective</li> </ol> | <p style="text-align: center;"><b>Risk Matrix (RAG Status)</b></p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td></td> <td>V High</td> <td>Red</td> <td>Red</td> <td>Red</td> <td>Red</td> <td>Red</td> </tr> <tr> <td></td> <td>High</td> <td>Yellow</td> <td>Red</td> <td>Red</td> <td>Red</td> <td>Red</td> </tr> <tr> <td rowspan="3" style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>IMPACT</b></td> <td>Medium</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>Low</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> <td>Red</td> </tr> <tr> <td>V Low</td> <td>Green</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> </tr> <tr> <td></td> <td></td> <td>V Low</td> <td>Low</td> <td>Medium</td> <td>High</td> <td>V High</td> </tr> </table> <p style="text-align: center;"><b>LIKELIHOOD</b></p> <ol style="list-style-type: none"> <li>Risk 1</li> <li>Risk 2</li> <li>Risk 3</li> </ol> |        | V High | Red    | Red    | Red    | Red | Red |  | High | Yellow | Red | Red | Red | Red | <b>IMPACT</b> | Medium | Green | Yellow | Yellow | Red | Red | Low | Green | Yellow | Yellow | Yellow | Red | V Low | Green | Green | Green | Yellow | Yellow |  |  | V Low | Low | Medium | High | V High |
|   | V High  | Red    | Red    | Red    | Red    | Red    |     |     |  |      |        |     |     |     |     |               |        |       |        |        |     |     |     |       |        |        |        |     |       |       |       |       |        |        |  |  |       |     |        |      |        |
|   | High  | Yellow | Red    | Red    | Red    | Red    |     |     |  |      |        |     |     |     |     |               |        |       |        |        |     |     |     |       |        |        |        |     |       |       |       |       |        |        |  |  |       |     |        |      |        |
| <b>IMPACT</b>   | Medium  | Green  | Yellow | Yellow | Red    | Red    |     |     |  |      |        |     |     |     |     |               |        |       |        |        |     |     |     |       |        |        |        |     |       |       |       |       |        |        |  |  |       |     |        |      |        |
|   | Low   | Green  | Yellow | Yellow | Yellow | Red    |     |     |  |      |        |     |     |     |     |               |        |       |        |        |     |     |     |       |        |        |        |     |       |       |       |       |        |        |  |  |       |     |        |      |        |
|   | V Low   | Green  | Green  | Green  | Yellow | Yellow |     |     |  |      |        |     |     |     |     |               |        |       |        |        |     |     |     |       |        |        |        |     |       |       |       |       |        |        |  |  |       |     |        |      |        |
|   |   | V Low  | Low    | Medium | High   | V High |     |     |  |      |        |     |     |     |     |               |        |       |        |        |     |     |     |       |        |        |        |     |       |       |       |       |        |        |  |  |       |     |        |      |        |
| <p><b>Priorities for next period</b></p>  | <p><b>Stakeholders Involved &amp; Communication undertaken</b></p>  |        |        |        |        |        |     |     |  |      |        |     |     |     |     |               |        |       |        |        |     |     |     |       |        |        |        |     |       |       |       |       |        |        |  |  |       |     |        |      |        |
| <ul style="list-style-type: none"> <li><b>Priority 1</b> – Analysis of workshop has informed key priorities to focus on to be tested with wider partners at PBS partnership workshop in October, these were:             <ul style="list-style-type: none"> <li>A <b>'City for All'</b> - What does an equitable City look like &amp; what is the relationship and overlap between various City status such as: Healthy Cities, Human Rights City, Child</li> </ul> </li> </ul>   | <p>Stakeholders involved include PSB Partners, wider partners outside the PSB, operational leads and citizens across the age range.</p> <p>Communication is ongoing through our forum work with citizens and through our Live Well Age Well partners</p>  |        |        |        |        |        |     |     |  |      |        |     |     |     |     |               |        |       |        |        |     |     |     |       |        |        |        |     |       |       |       |       |        |        |  |  |       |     |        |      |        |

|  |  |
|--|--|
| <p>Friendly City/Playful City, City of Sanctuary, Age Friendly City, Intercultural City, Dementia Friendly City etc..)</p> <ul style="list-style-type: none"> <li>○ Transport – how do we promote ‘<b>Active Travel</b>’</li> <li>○ Health Literacy – how do we achieve ‘<b>Health Literate</b>’ communities</li> <li>○ How do we promote ‘<b>Intergenerational opportunities</b>’</li> </ul> <ul style="list-style-type: none"> <li>● <b>Priority 2</b> – Ensure a partnership approach adopted to take forward areas agreed at PSB Partnership Workshop</li> </ul> |  |
| <p><b>Any Actions for PSB: (Please tick as appropriate)</b>    <b>Note</b>            <b>Action</b>    ✓    <b>Decision</b></p> <p><b>Action 1</b> – To ensure the involvement of citizens of all ages within the developments of the Live Well, Age Well Objective work alongside all the other workstream as this was raised within our workshop by a number of colleagues and citizens.</p>   |  |
| <p><b>Report Prepared by: Jane Whitmore</b></p>  |  |



## Risk Log (Live Well, Age Well)

|                         |   |                      |                    |
|-------------------------|---|----------------------|--------------------|
| <b>Project Title :</b>  | Well-being Objective Action Planning and implementation | <b>Sponsor :</b>     | Adam Hill          |
| <b>Project Manager:</b> | Leanne Ahern  | <b>Date Created:</b> | Updated 06/10/2019 |
| <b>Version Number:</b>  |   |                      | 2                  |

| ID                           | Subject            | Risk/ Issue | Description  | Proposed Action/ Mitigation   | By When | RAG Status | Open/ Closed |
|------------------------------|--------------------|-------------|--|---|---------|------------|--------------|
| 01<br><small>Page 21</small> | Objective Delivery | Risk        | Not joining up all existing work to make sure the Live Well Age Well objective adds value and not duplicates business as usual | Identify the various work streams and develop a common theme to ensure synergy between objectives   | Ongoing | Amber      | Open         |
| 02                           | Resources          | Risk        | Not having the right people around the table to take action and deliver outcomes   | Identify the key delivery people and ensure they have buy in to each of the objectives and understand their key result areas and deadlines. | Ongoing | Amber      | Open         |

**Project Title: PSB Highlight Report**

**Workstream: Working with Nature**

**Project Lead: Natural Resources Wales/ Swansea Environmental Forum**

**Date: 7<sup>th</sup> October 2019**

**Project Overview**

**Links to other workstreams or partners**

The Swansea Local Well-being Plan, Working Together to Build a Better Future, was published by Swansea Public Services Board (PSB) in May 2018 presenting a vision for Swansea with four main objectives and a cross-cutting action to improve the well-being of people in Swansea. The Plan outlined a number of short-, medium- and long-term steps that partners will take together to progress each of the objectives.

One of the four objectives in the Swansea Local Well-being Plan is Working with Nature which highlights the importance of the natural environment to health and well-being and sets out proposals for increasing green infrastructure and biodiversity, reducing our carbon footprint and improving our understanding of natural resources and sustainability. A task group with representatives of PSB members was formed to develop and deliver an action plan for this objective.

See attached Action Plan.

**Project Outcomes/ Milestones**

The 'steps' (actions) are to meet the objective as set out in the driver diagram

<https://www.swansea.gov.uk/localwellbeingplan>



| Key Updates this period  | Overview of key risks   |                   |        |          |      |        |  |  |  |      |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |     |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |       |     |        |      |        |  |  |  |                   |  |  |  |  |  |
|--|---|-------------------|--------|----------|------|--------|--|--|--|------|--|--|--|--|--|--|--|--------|--|--|--|--|--|--|--|-----|--|--|--|--|--|--|--|-------|--|--|--|--|--|--|--|--|--|-------|-----|--------|------|--------|--|--|--|-------------------|--|--|--|--|--|
| <p><b>Highlights – Achievements / Outcomes</b></p> <ul style="list-style-type: none"> <li>• GI being progressed as part of the Regeneration Investment Grant funding (e.g. green wall/roofs) – Morrision Post Office likely to be first example of adoption of green roof.</li> <li>• Working with Pobl and Coastal RSL to promote high quality GI as part of their developments/assets. Coastal looking to develop a “coastal” themed roof for City centre office.</li> <li>• GI as part of City Centre regeneration featured in double page spread in SW Evening Post. Green wall to be part of Arena car-park.</li> <li>• Positive signs from developers already engaging in the pre-publication GI Strategy – to factor into future plans.</li> <li>• Working with Nature Group providing link across to NRW SW Area Statement.</li> </ul> | <p style="text-align: center;"><b>Risk Matrix (RAG Status)</b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: right;"><b>IMPACT</b></td> <td>V High</td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>High</td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>Medium</td> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>Low</td> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>V Low</td> <td style="background-color: green;"></td> <td style="background-color: green;"></td> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;">V Low</td> <td style="text-align: center;">Low</td> <td style="text-align: center;">Medium</td> <td style="text-align: center;">High</td> <td style="text-align: center;">V High</td> <td></td> </tr> <tr> <td></td> <td></td> <td colspan="5" style="text-align: center;"><b>LIKELIHOOD</b></td> <td></td> </tr> </table> <p>1. Risk 1<br/>2. Risk 2<br/>3. Risk 3</p> | <b>IMPACT</b>     | V High |          |      |        |  |  |  | High |  |  |  |  |  |  |  | Medium |  |  |  |  |  |  |  | Low |  |  |  |  |  |  |  | V Low |  |  |  |  |  |  |  |  |  | V Low | Low | Medium | High | V High |  |  |  | <b>LIKELIHOOD</b> |  |  |  |  |  |
| <b>IMPACT</b>  | V High  |                   |        |          |      |        |  |  |  |      |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |     |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |       |     |        |      |        |  |  |  |                   |  |  |  |  |  |
| High   |   |                   |        |          |      |        |  |  |  |      |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |     |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |       |     |        |      |        |  |  |  |                   |  |  |  |  |  |
| Medium   |   |                   |        |          |      |        |  |  |  |      |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |     |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |       |     |        |      |        |  |  |  |                   |  |  |  |  |  |
| Low  |   |                   |        |          |      |        |  |  |  |      |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |     |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |       |     |        |      |        |  |  |  |                   |  |  |  |  |  |
| V Low  |   |                   |        |          |      |        |  |  |  |      |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |     |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |       |     |        |      |        |  |  |  |                   |  |  |  |  |  |
|  |   | V Low             | Low    | Medium   | High | V High |  |  |  |      |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |     |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |       |     |        |      |        |  |  |  |                   |  |  |  |  |  |
|  |   | <b>LIKELIHOOD</b> |        |          |      |        |  |  |  |      |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |     |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |       |     |        |      |        |  |  |  |                   |  |  |  |  |  |
| <p><b>Priorities for next period</b></p>   | <p><b>Stakeholders Involved &amp; Communication undertaken</b></p>  |                   |        |          |      |        |  |  |  |      |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |     |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |       |     |        |      |        |  |  |  |                   |  |  |  |  |  |
| <ul style="list-style-type: none"> <li>• <b>Continue GI strategy</b></li> <li>• <b>Ecosystem services mapping</b></li> <li>• <b>Urban tree planting</b></li> <li>• <b>Review outputs from conference and report back to the PSB for action</b></li> </ul>  | <p>See action plan,</p> <ul style="list-style-type: none"> <li>• Conference ~70 attendees,</li> <li>• Stakeholder events covering public, industry and public sector</li> <li>• Members of the PSB (CCS, PHW, SEF, ABMU, Coed Cymru, NRW, Nature Partnership, Fire Service)</li> </ul>  |                   |        |          |      |        |  |  |  |      |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |     |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |       |     |        |      |        |  |  |  |                   |  |  |  |  |  |
| <p><b>Any Actions for PSB: (Please tick as appropriate)</b></p>  | <table border="1" style="width: 100%;"> <tr> <th style="width: 50%;">Note</th> <th style="width: 25%;">Action</th> <th style="width: 25%;">Decision</th> </tr> </table>   | Note              | Action | Decision |      |        |  |  |  |      |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |     |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |       |     |        |      |        |  |  |  |                   |  |  |  |  |  |
| Note   | Action  | Decision          |        |          |      |        |  |  |  |      |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |     |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |       |     |        |      |        |  |  |  |                   |  |  |  |  |  |
| <p><b>Report Prepared by:</b></p>  |   |                   |        |          |      |        |  |  |  |      |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |     |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |       |     |        |      |        |  |  |  |                   |  |  |  |  |  |

# WORKING WITH NATURE

*A Swansea Local Well-being Plan Objective*

improve health · enhance biodiversity · reduce our carbon footprint

## ACTION PLAN 2018-2021

### INTRODUCTION

The Swansea Local Well-being Plan, ***Working Together to Build a Better Future***, was published by Swansea Public Services Board (PSB) in May 2018 presenting a vision for Swansea with four main objectives and a cross-cutting action to improve the well-being of people in Swansea. The Plan outlined a number of short-, medium- and long-term steps that partners will take together to progress each of the objectives.

One of the four objectives in the Swansea Local Well-being Plan is ***Working with Nature*** which highlights the importance of the natural environment to health and well-being and sets out proposals for increasing green infrastructure and biodiversity, reducing our carbon footprint and improving our understanding of natural resources and sustainability. A task group with representatives of PSB members was formed to develop and deliver an action plan for this objective.

This **action plan** initially outlines how the agreed short-term steps for the Working with Nature objective will be delivered. The action plan will help direct and document the work of the Working with Nature Task Group and will provide a useful tool for reporting on progress to the Swansea PSB, Welsh Government and other bodies. This is a working document and will therefore be amended and updated on a regular basis to reflect progress and new ideas.

Some of the Working with Nature actions included in this action plan were agreed in late 2017 / early 2018, prior to the well-being plan being finalised, and work on some actions may have started before the Plan was published. Nevertheless, it is important that they are included in the action plan to ensure that progress made with the agreed steps is fully taken into account within monitoring and reporting processes.

The Local Well-being Plan and the underpinning action plans focus specifically on the priorities and actions of the PSB and its partners. Whilst it is recognised that many other organisations and projects make significant contributions to the well-being of people in Swansea, including the areas of work highlighted by the Working with Nature objective, these are not part of this action plan. It may be appropriate to make reference to relevant actions and activities of others in progress reports but the Task Group will also consider other ways to capture and celebrate the actions of others.

The **appendices** to this action plan outline how the Working with Nature objective will help deliver the Well-being Goals and Ways of Working in The Well-being of Future Generations Act and ensure strong links and integration with the other objectives of the Swansea Local Well-being Plan.

**1. Green Infrastructure:** *Develop and implement a Green Infrastructure Strategy for Swansea and work with communities to understand and engage with the opportunities for implementation. This includes the opportunities for urban green infrastructure as well as accessing open greenspaces and the public sector estate.*

| Actions  | Details  | Lead / Support  | Outputs / milestones  |
|--|--|---|---|
| <p><b>1.1 Green Infrastructure Strategy:</b> Develop, adopt and implement a Green Infrastructure Strategy for Swansea.</p> | <p>i) The Strategy will include a vision, provide an evidence base, identify opportunities and include a Green Space Factor Tool for assessing the level of green space (using a permeability factor) required for urban areas and developments.</p> <p>ii) Initially, a strategy document focused on the city centre will be developed and published and then expanded to cover the whole county.</p> <p>iii) The strategy is to be adopted by PSB partners and form the basis for Supplementary Planning Guidance which will set standards and include a checklist.</p>  | <p>Fran Rolfe, NRW / Deb Hill, Swansea Council</p> <p>GI Strategy Project Group</p> <p>Green Infrastructure Consultancy</p> | <p>a) Develop and publish strategy for city centre (spring 2019)</p> <p>b) Deliver public and stakeholder involvement events (Feb-Apr 2019)</p> <p>c) Carry out public consultation activities</p> <p>d) Develop and publish county-wide strategy (Dec 2019)</p> <p>e) Develop and adopt a GI SPG (Dec 2019)</p> <p>f) Secure adoption of GI strategy by PSB members and partners (Mar 2020)</p> <p>g) Develop and publish implementation plan (Mar 2020)</p> |
| <p><b>1.2 Urban Tree Planting:</b> Investigate and deliver opportunities for urban tree planting across Swansea.</p>       | <p>i) Using opportunity mapping from other projects to identify areas suitable for planting trees within the urban areas of Swansea, including identifying constraints, at both large scale and ward levels.</p> <p>ii) Collaborate with Trees for Cities to identify sites suitable for large scale tree planting schemes.</p> <p>iii) Support community-led tree planting projects.</p> <p>iv) Encourage PSB members and partners to include tree planting actions in their corporate plans.</p> <p>v) Work in partnership to secure resources to support large scale and community tree planting schemes.</p> | <p>Deb Hill, Swansea Council</p> <p>NRW / ABMU</p> <p>Coed Cymru / SEF (Green Spaces Project)</p>                           | <p>a) Identify areas for urban tree planting using multi-PSB GI mapping (2018)</p> <p>b) Deliver tree planting schemes in three sites in Castle Ward (March 2019)</p> <p>c) Deliver first phase of Trees for Cities scheme (March 2019)</p> <p>d) Support three community-led projects (April 2019)</p> <p>e) Deliver first phase of a targeted tree planting scheme to address air quality issues (early 2020)</p>   |
| <p><b>1.3 Green Spaces:</b> Improve the quality and use of Swansea's open green spaces and the public sector estate.</p>   | <p>i) Support communities to improve and manage their local green spaces.</p> <p>ii) Pilot a community-based green infrastructure improvement project in collaboration with Neath Port Talbot and Bridgend PSBs.</p> <p>iii) Investigate and maximise opportunities to improve the use of the public sector-owned green spaces.</p>  | <p>Philip McDonnell, SEF (Green Spaces Project)</p> <p>Swansea Council NRW / PHW</p>  | <p>a) Maintain the Community Green Spaces Initiative (ongoing)</p> <p>b) Deliver tree planting schemes in three sites in Castle Ward (March 2019)</p> <p>c) Collate information on public sector estate (tbc)</p> <p>d) Establish a public-sector working group to identify opportunities and actions (tbc)</p>   |

**2. Ecosystem Services (Natural benefits):** Understand, and raise awareness of, the ecosystem services provided throughout the county. Reduce the risks and enhance opportunities around these.

| Actions  | Details  | Lead / Support   | Outputs / milestones  |
|--|--|--|---|
| <p><b>2.1 Ecosystem Services Mapping:</b> Map ecosystem services across Swansea and improve understanding of the opportunities they present.</p> | <ul style="list-style-type: none"> <li>i) Map existing ecosystem services to identify deficiencies and issues to be addressed</li> <li>ii) Map at a more detailed, micro-level (e.g. by ward or strategic area) to help identify priorities</li> <li>iii) Raise awareness and understanding amongst decision-makers / partners of ecosystem services and embed in practices.</li> <li>iv) Explore opportunities for making use of ecosystems mapping to influence decision-making and practices (e.g. fire service)</li> </ul> | <p>Max Stokes, NRW / Deb Hill, Swansea Council</p>                                   | <ul style="list-style-type: none"> <li>a) Macro-level mapping completed (spring 2018)</li> <li>b) Micro-level mapping undertaken (????)</li> <li>c) Ecosystem mapping training/awareness-raising sessions delivered to decision-makers and partners (????)</li> <li>d) Ecosystem mapping used by at least four PSB partners (????)</li> </ul> |
| <p><b>2.2 Vulnerable Species:</b> Seek opportunities to support vulnerable and degraded species and habitats.</p>                                | <ul style="list-style-type: none"> <li>i) Maintain and develop local Nature Partnership</li> <li>ii) Produce local Nature Recovery Action Plan</li> </ul>  | <p>Steve Bolchover, Swansea Local Nature Partnership / Deb Hill, Swansea Council</p> | <ul style="list-style-type: none"> <li>a) Vulnerabilities are identified and mapped.</li> <li>b) Nature Recovery Action Plan produced (????)</li> <li>c) Mitigation and compensation opportunities through the planning system are taken to improve habitats and connectivity</li> </ul>  |
| <p><b>2.3 Pollinators:</b> Develop a local partnership project to promote pollinators and raise biodiversity awareness.</p>                      | <ul style="list-style-type: none"> <li>i) Identify areas and implement measures to promote pollinators</li> <li>ii) Explore Bee-friendly City status and encourage all public sector partners to participate</li> </ul>  | <p>Fran Rolfe, NRW / Deb Hill, Swansea Council</p>                                   | <ul style="list-style-type: none"> <li>a) Build on work by Buglife using the B-Lines mapping / pollinator project (on-going)</li> <li>b) Apply for Bee-friendly City status (????)</li> </ul>   |

**3. Carbon Reduction and Offsetting:** *Understand the risks posed by climate change to Swansea and the size of our carbon footprint. Identify and implement opportunities to reduce this. Opportunities to reduce our carbon footprint includes transport and waste (circular economy).*

| Actions   | Details   | Lead / Support   | Outputs / milestones  |
|---|---|--|---|
| <b>3.1 Climate Change Risk Assessment:</b> Undertake a Climate Change Risk Assessment to understand the longer-term risks to Swansea. | i) Review existing risk assessments and risk management structures  | TBC  | TBC   |
| <b>3.2 Carbon Footprinting:</b> Understand Swansea's carbon footprint and the opportunities to reduce this collaboratively.           | i) Explore approaches and methodologies for measuring Swansea's carbon footprint<br>ii) Coordinate Low Carbon Swansea Bay network events and activities | Swansea Environmental Forum / Low Carbon Swansea Bay network | a) Maintain and expand Low Carbon Swansea Bay network<br>b) LCSB presentation to PSB<br>c) Collaborative projects developed<br>d) Carbon footprint measured and reduced |

**4. Improving Knowledge and Understanding:** *Undertake initiatives to increase awareness around environmental challenges (such as the decline in biodiversity) and opportunities (such as the availability of greenspace).*

| Actions   | Details   | Lead / Support                                       | Outputs / milestones   |
|---|---|--|--|
| <b>4.1 Staff Environmental Awareness Programme:</b> Develop staff environmental awareness programme to be used across PSB partners. | i) Develop and deliver awareness training on WBFGA and Environment Act suitable for all staff across PSB partners   | TBC  | a) Scope out and develop awareness raising programme (????)<br>b) Deliver awareness raising programme (????) |
| <b>4.2 Wider Engagement and Involvement:</b> Organise events to promote the Working with Nature objective and wider driver diagram. | i) Organise a series of talks and events to promote the Working with Nature objective and action plan, and associated concepts and issues<br>ii) Develop a plan for monitoring the delivery of actions in support of the wider driver diagram | Swansea Environmental Forum / The Environment Centre |  |

## Swansea Local Well-being Plan: *Working with Nature* Objective and the Seven Well-being Goals

|   | 1. Green Infrastructure | 2. Ecosystem Services<br>( <i>Natural benefits</i> ) | 3. Carbon Reduction and<br>Offsetting | 4. Improving Knowledge<br>and Understanding |
|---|-------------------------|--|---------------------------------------|---|
| <b>A Prosperous Wales</b>   |                         |  |                                       |   |
| <b>A Resilient Wales</b>  |                         |  |                                       |   |
| <b>A Healthier Wales</b>  |                         |  |                                       |   |
| <b>A More Equal Wales</b>   |                         |  |                                       |   |
| <b>A Wales of Cohesive<br/>Communities</b>                            |                         |  |                                       |   |
| <b>A Wales of Vibrant<br/>Culture and Thriving<br/>Welsh Language</b> |                         |  |                                       |   |
| <b>A Globally Responsible<br/>Wales</b>                               |                         |  |                                       |   |

## Swansea Local Well-being Plan: *Working with Nature* Objective and the Five Ways of Working

|  | 1. Green Infrastructure | 2. Ecosystem Services<br>( <i>Natural benefits</i> ) | 3. Carbon Reduction and<br>Offsetting | 4. Improving Knowledge<br>and Understanding |
|--|-------------------------|--|---------------------------------------|---|
| <b>Long Term</b> – balancing short-term needs with long term needs.            |                         |  |                                       |   |
| <b>Prevention</b> – stopping problems happening or getting worse.              |                         |  |                                       |   |
| <b>Integration</b> – thinking about how this plan works with other plans.      |                         |  |                                       |   |
| <b>Collaboration</b> – working together with other services to meet our goals. |                         |  |                                       |   |
| <b>Involvement</b> – involving people so they have a say in decisions.         |                         |  |                                       |   |

## Swansea Local Well-being Plan: *Working with Nature* Objective and the Other Local Objectives

|   | 1. Green Infrastructure | 2. Ecosystem Services<br>( <i>Natural benefits</i> ) | 3. Carbon Reduction and<br>Offsetting | 4. Improving Knowledge<br>and Understanding |
|---|-------------------------|--|---------------------------------------|---|
| <b>Early Years</b> – To make sure children in Swansea have the best start in life to be the best they can be.   |                         |  |                                       |   |
| <b>Live Well, Age Well</b> – To make Swansea a great place to live well and age well.   |                         |  |                                       |   |
| <b>Strong Communities</b> – To build strong communities with a sense of pride and belonging   |                         |  |                                       |   |
| <b>Sharing for Swansea</b> – To work towards integrated public services in Swansea by sharing resources, assets and expertise. To develop a common language and making every contact count to maximise the contributions to Swansea's well-being goals. |                         |  |                                       |   |





## Risk Log (Working with Nature)

|                         |   |                      |                    |
|-------------------------|---|----------------------|--------------------|
| <b>Project Title :</b>  | Well-being Objective Action Planning and implementation | <b>Sponsor :</b>     | Martyn Evans       |
| <b>Project Manager:</b> | Leanne Ahern  | <b>Date Created:</b> | Updated 05/08/2019 |
| <b>Version Number:</b>  |   |                      | 1                  |

| ID                           | Subject        | Risk/ Issue | Description  | Proposed Action/ Mitigation  | By When | RAG Status | Open/ Closed |
|------------------------------|----------------|-------------|--|--|---------|------------|--------------|
| 01<br><small>Page 31</small> | Communic-ation | Risk        | Lack of communication from the PSB wider membership to the Working with Nature group | Identification of objectives and a clear understanding and communication of how each wider partner can contribute to the work plan and outcomes. | Ongoing | Amber      | Open         |

**Project Title: PSB Highlight Report**

**Workstream: Strong Communities**

**Project Lead: : Roger Thomas / Steve Davies**

**Date: 7/10/19**

**Project Overview**

**Links to other workstreams or partners**

**Review of the action plan is in progress and an asset mapping project is planned to be undertaken during the next period to identify any areas where we think there could be opportunities for shared intervention.**

**The review includes identifying actions that are now complete, those that are ongoing and new actions that need to be included. The review will identify what is 'business as usual' and should therefore not be included in the action plan.**

**The first meeting of the new stakeholder group was held during September and suggestions for key actions moving forward were discussed and decided upon.**

The new stakeholder group meeting was held, and it was identified that there would be value in closer links with the RPB Transformation program and also the Regeneration Partnership as there were many close links and common goals.

All future meetings will be aligned to the Regeneration partnership meetings which should assist in ensuring appropriate representation at the right level. Its essential the group membership is correct as it enables there to be intelligence sharing and joint working across other PSB workstreams and between different agencies and departments.

**Project Outcomes/ Milestones**

**Key Updates this period**

**Overview of key risks**

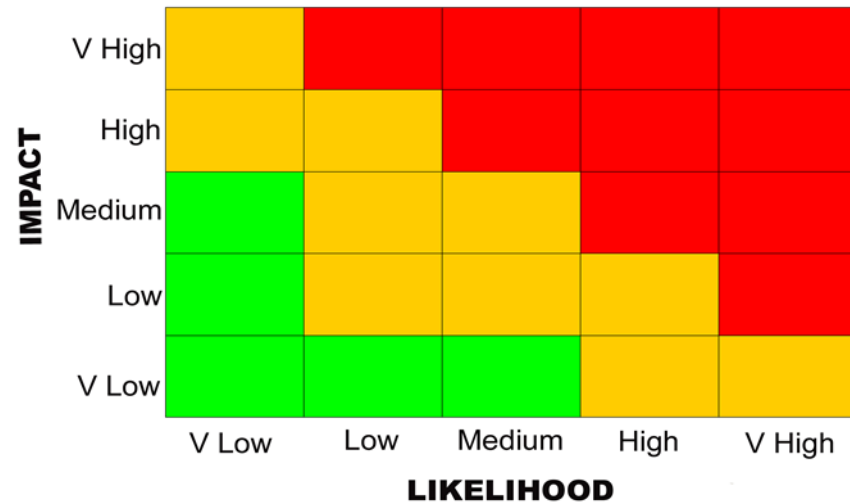
**Highlights – Achievements / Outcomes**

- Highlight a
- Highlight b

**Challenges/ Barriers**

- Area 1- Still work needs to be done on getting appropriate representatives to attend meetings.
- Area 2
- Area 3

**Risk Matrix (RAG Status)**



1. Risk 1 There's still difficulty in getting all partners represented at the correct level AMBER
2. Risk 2 To make sure that the workstream doesn't just duplicate reporting burden on other partners 'business as usual' activities. AMBER
3. Risk 3 Additional diary pressure of attending another 'Partnership' meeting. AMBER

| Priorities for next period   | Stakeholders Involved & Communication undertaken  |          |        |          |                   |   |  |                   |  |  |                   |  |  |
|--|---|----------|--------|----------|-------------------|---|--|-------------------|--|--|-------------------|--|--|
| <ul style="list-style-type: none"> <li>• <b>Priority 1 -Complete mapping project to get a visual representation of areas of work.</b></li> <li>• <b>Priority 2- Ensure appropriate representation</b></li> </ul> | All members   |          |        |          |                   |   |  |                   |  |  |                   |  |  |
| <b>Any Actions for PSB: (Please tick as appropriate)</b>   | <table border="1"> <thead> <tr> <th>Note</th> <th>Action</th> <th>Decision</th> </tr> </thead> <tbody> <tr> <td>• <b>Action 1</b></td> <td>All PSB members to consider signing up to paying staff the living wage.</td> <td></td> </tr> <tr> <td>• <b>Action 2</b></td> <td>PSB members to consider looking preferably at contractor's commitment to paying living wage who are bidding for grants and score them accordingly.</td> <td></td> </tr> <tr> <td>• <b>Action 3</b></td> <td></td> <td></td> </tr> </tbody> </table> | Note     | Action | Decision | • <b>Action 1</b> | All PSB members to consider signing up to paying staff the living wage. |  | • <b>Action 2</b> | PSB members to consider looking preferably at contractor's commitment to paying living wage who are bidding for grants and score them accordingly. |  | • <b>Action 3</b> |  |  |
| Note   | Action  | Decision |        |          |                   |   |  |                   |  |  |                   |  |  |
| • <b>Action 1</b>  | All PSB members to consider signing up to paying staff the living wage.   |          |        |          |                   |   |  |                   |  |  |                   |  |  |
| • <b>Action 2</b>  | PSB members to consider looking preferably at contractor's commitment to paying living wage who are bidding for grants and score them accordingly.  |          |        |          |                   |   |  |                   |  |  |                   |  |  |
| • <b>Action 3</b>  |   |          |        |          |                   |   |  |                   |  |  |                   |  |  |
| <b>Report Prepared by:</b>   |   |          |        |          |                   |   |  |                   |  |  |                   |  |  |



## Risk Log (Strong Communities)

|                         |   |                      |                    |
|-------------------------|---|----------------------|--------------------|
| <b>Project Title :</b>  | Well-being Objective Action Planning and implementation | <b>Sponsor :</b>     | Roger Thomas       |
| <b>Project Manager:</b> | Leanne Ahern  | <b>Date Created:</b> | Updated 10/10/2019 |
| <b>Version Number:</b>  | 1   |                      |                    |

| ID                           | Subject   | Risk/ Issue | Description   | Proposed Action/ Mitigation   | By When | RAG Status | Open/ Closed |
|------------------------------|---|-------------|---|---|---------|------------|--------------|
| 01<br><small>Page 35</small> | Progressing actions                               | Risk        | Limited engagement from partners which impacts on progress                                  | <b><i>Meet and discuss with partners their input and reduce focus and objectives to ensure they are achievable and prioritised.</i></b>       | Ongoing | AMBER      | Open         |
| 02                           | Duplication of Work between workstream identified | Issue       | It has been noted that a number of the workstream have proposed similar actions eg. Mapping | <i>Propose strategic leads meeting to discuss. Will pass to PSB for action</i>  | Ongoing | Amber      | Open         |
| 03                           | Progressing                                       | Risk        | Diary commitments making meetings difficult to attend.                                      | <i>Not clear as to how we can reduce commitment elsewhere? Will discuss at workstream meeting.<br/>Possible to merge certain workstreams.</i> | Ongoing | Amber      | Open         |



## Joint Committee Risk Log

|                         |   |                        |                    |
|-------------------------|---|------------------------|--------------------|
| <b>Project Title :</b>  | Well-being Objective Action Planning and implementation | <b>Sponsor :</b>       | Adam Hill          |
| <b>Project Manager:</b> | Leanne Ahern  | <b>Date Created:</b>   | Updated 08/10/2019 |
|                         |   | <b>Version Number:</b> | 2                  |

| ID                | Subject  | Risk/ Issue | Description  | Proposed Action/ Mitigation   | By When     | RAG Status | Open/ Closed |
|-------------------|--|-------------|--|---|-------------|------------|--------------|
| 01<br><br>Page 36 | Action Plan agreement within groups<br>June 2018 | Issue       | The scheduling of meetings and allocation of step and action leads has led to delay in the setting of objectives | <b><i>Update June 2019 – Statutory Members are agreeing responsibility and actions<br/>Objective Leads to put forward their final date to submit action plan</i></b>  | August 2019 | Red        | Open         |
| 15.               | Regional Bid 2019/20                             | Risk        | Initial application requires further clarification based on agreement of joint working priorities between PSBs   | <b><i>Meeting on 10<sup>th</sup> April 2019 to agree joint priorities/approach. The bid will be updated based on this agreement.<br/>Update July – Agreed in principle detail in process of agreement- Bid submitted awaiting outcome</i></b> | Ongoing     | Green      | Open         |

Archwilydd Cyffredinol Cymru  
Auditor General for Wales

# Review of Public Services Boards



WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU



This report has been prepared for presentation to the National Assembly under the Government of Wales Act 2006 and the Public Audit (Wales) Act 2004

The Wales Audit Office study team was project managed by Nick Selwyn and comprised Steve Frank, Euros Lake, Matt Brushett, Mary Owen and Sara Leahy under the direction of Huw Rees.

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**Mae'r ddogfen hon hefyd ar gael yn Gymraeg.**



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|   |  |    |
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# Summary report

## Public Services Boards are unlikely to realise their potential unless they are given freedom to work more flexibly and think and act differently

- 1 The Well-being of Future Generations (Wales) Act 2015 (the 'Act') sets out the Welsh Government's ambitions to improve the social, cultural, environmental and economic wellbeing of Wales. The Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to help prevent problems such as poverty, health inequalities and climate change.
- 2 The Act establishes statutory Public Services Boards (PSBs) which have replaced the voluntary Local Service Boards in each local authority area. Each board is required to assess the state of economic, social, environmental and cultural wellbeing in its area and set objectives that are designed to maximise its contribution to the national wellbeing goals.
- 3 The Statutory Members of each PSB are the local council, the local health board, the fire and rescue authority and Natural Resources Wales. In addition to these statutory members, each PSB will invite the following to participate: Welsh Ministers, chief constables, the police and crime commissioner for their area, certain probation services, national park authority (if applicable), and at least one body representing relevant local voluntary organisations. PSBs can also invite other public service organisations to participate, for example, education providers such as colleges and universities and housing associations, and private bodies such as business forums.
- 4 PSBs are promoted by the Welsh Government as the key body collectively responsible for improving the wellbeing of communities across Wales and currently there are 19 PSBs – [Exhibit 1](#).
- 5 The Act requires each PSB to undertake a local wellbeing assessment every five years. PSBs are also required to prepare and publish a plan (the 'local wellbeing plan') setting out their objectives and the steps they will take to meet them. The plan must set out why the PSB feels their objectives will contribute, within their local area, to achieving the national wellbeing goals and how it has taken regard of their assessment of local wellbeing in setting its objectives and steps to take. All PSBs completed wellbeing assessments and published Local Wellbeing Plans in line with the statutory deadlines.

## Exhibit 1 – PSBs in Wales

There are 19 PSBs: one in each local authority except for a Cwm Taf PSB which covers Merthyr Tydfil and Rhondda Cynon Taf (set up before Bridgend was realigned with the Cwm Taf footprint), a combined PSB for Gwynedd and Isle of Anglesey and a joint PSB for Conwy and Denbighshire.

### Public Service Boards

- 1 Carmarthenshire
- 2 Ceredigion
- 3 Conwy and Denbighshire
- 4 Gwynedd and Isle of Anglesey
- 5 Monmouthshire
- 6 Pembrokeshire
- 7 Powys
- 8 Blaenau Gwent
- 9 Bridgend
- 10 Caerphilly
- 11 Flintshire
- 12 Merthyr Tydfil and Rhondda Cynon Taf
- 13 Neath Port Talbot
- 14 Swansea
- 15 Torfaen
- 16 Wrexham
- 17 Vale of Glamorgan
- 18 Cardiff
- 19 Newport



- 6 When producing their assessments of local wellbeing and Local Wellbeing Plan, PSBs must consult widely. The PSB should seek to involve the people and communities in the area, including children and young people, Welsh speakers and those with protected characteristics, in all aspects of its work. Each PSB will carry out an annual review of its plan showing its progress. Currently there are 101 wellbeing objectives set across the 19 PSBs, ranging from two in Gwynedd and Isle of Anglesey to 15 in Wrexham. There are also 462 underlying supporting steps and actions to deliver the 101 wellbeing objectives. The 101 wellbeing objectives ‘best fit’ with seven national wellbeing goals are as follows:



**A globally responsible Wales** – 12 wellbeing objectives



**A prosperous Wales** – 12 wellbeing objectives



**A resilient Wales** – six wellbeing objectives



**A healthier Wales** – 25 wellbeing objectives



**A more equal Wales** – 12 wellbeing objectives



**A Wales of cohesive communities** – 25 wellbeing objectives



**A Wales of vibrant culture and thriving Welsh Language** – four wellbeing objectives



**Others** – five wellbeing objectives (all focussed on ‘transformation’ of public services)

Image source: Office of Future Generations Commissioner for Wales

Source: Wales Audit Office

- 7 The Act also created a Future Generations Commissioner for Wales (the ‘Commissioner’). The general duties of the Commissioner are to ‘promote the sustainable development principle, in particular to act as a guardian of the ability of future generations to meet their needs and encourage public bodies to take greater account of the long-term impact of the things they do’. Specifically, the Commissioner is charged with monitoring and assessing the extent to which wellbeing objectives set by public bodies are being met<sup>1</sup>.
- 8 On behalf of the Auditor General for Wales, we have examined how PSBs are operating; looking at their membership, terms of reference, frequency and focus of meetings, alignment with other partnerships, resources and scrutiny arrangements. This is a phase one review on partnership working which will be followed up by a further report in 2020<sup>2</sup>. We have not reviewed wellbeing plans and assessments. [Appendix 1](#) sets out our audit methods, which included a survey of PSB members, a review of statutory guidance, PSB agendas, reports and minutes and interviews and focus groups with a range of PSB members and commentators. Our findings are also intended to help support the Welsh Government’s and Welsh Local Government Association’s current [review of strategic partnerships](#). Overall, we have concluded that **Public Services Boards are unlikely to realise their potential unless they are given freedom to work more flexibly and think and act differently.**

1 In 2017, the Commissioner provided each of the 19 PSBs with individual feedback on their draft wellbeing assessments. The Commissioner also published [Wellbeing in Wales: Planning today for a better tomorrow](#), a review summarising key issues for public bodies to learn from the initial 2017 wellbeing assessments.

2 The Phase Two review will look at the complexity of partnership delivery looking at a distinct group in society with multifaceted problems/needs who call on and access a range of different public bodies at different times to ascertain how organisations are working differently to address these needs. Our tracer is rough sleepers, a group in society with often intractable problems, who regularly call on and frequently use a wide range of public services and are challenging to provide services for because of their vulnerability, circumstances and lifestyle. This analysis will focus on determining if partners are genuinely working jointly to deliver improvement and whether public bodies are collectively taking decisions, using resources and prioritising activity to actually deliver change.

## Public bodies have not taken the opportunity to effectively organise, resource and integrate the work of PSBs

- 9 Whilst PSBs are building on the work of Local Service Boards and generally have the right membership, some key partners are not actively involved, and irregular attendance and lack of engagement restrict progress. Most PSBs are clear on their remit, adopting the model terms of reference set out in the Act. The focus of PSB work varies widely, a reflection of local circumstances and priorities. However, Welsh Government guidance on impact assessments is not being used consistently. The advice provided by the Future Generations Commissioner is not always valued or acted on. The lack of dedicated funding is seen as limiting the potential of PSBs to make a positive and lasting impact on Welsh communities.

## PSBs are not being consistently scrutinised or held to account

- 10 PSBs are not taking the opportunity to tell people what they are doing and develop a shared view of what needs to improve. Whilst some PSBs are providing a supportive space for reflection and self-analysis, they are not yet enhancing democratic accountability nor improving transparency. Public involvement and scrutiny arrangements are too inconsistent and variable to ensure that scrutiny of PSBs fully meets the expectations of the Welsh Government's guidance. Despite some positive and effective work to embed and make scrutiny truly effective, more work is required to ensure a consistent level of performance and impact.

## Despite public bodies valuing PSBs, there is no agreement on how their role should operate now or in the future

- 11 There is no single or right model for how PSBs should be organised and should work. Each will reflect the context of its area, the focus of Board members and their priorities for action. Nonetheless, public bodies working across regions find it challenging to participate in numerous Boards and there remains overlap between the PSBs and the work and membership of other partnerships, in particular the Regional Partnership Boards. However, opportunities for reducing duplication are not being taken. Some partners are concerned that fewer, larger PSBs will limit the focus on communities and make accountability and decision making too distant from citizens.

- 12 Comparatively, PSBs have more in common with Community Planning Partnerships in Scotland but do not deliver projects and co-ordinate funding programmes like their Scottish counterparts. Strategic partnership work in England is left to each council to determine. English councils are focusing on strategically using land-use planning power, the General Power of Competence and the ability to negotiate reuse of income generated from flexing business rates to encourage growth that helps tackle problems. In both Scotland and England there is more focus on partnerships 'doing'.



## Recommendations

- 13 Our recommendations are intended to help support the PSB members and the Welsh Government to improve the operation, effectiveness and impact of PSBs.

### Exhibit 2: recommendations

| Recommendations |  |
|-----------------|--|
| <b>R1</b>       | <p>In <b>Part 1</b> of the report we set out that understanding the impact of choices and decisions requires public bodies to fully involve citizens and stakeholders and undertake comprehensive Impact Assessments. However, we found that current practice is insufficient to provide assurance that the needs of people with protected characteristics are fully considered when reviewing choices and the voice of citizens is not sufficiently influencing decisions. <b>We recommend that PSBs:</b></p> <ul style="list-style-type: none"><li>• <b>conduct formal assessments to identify the potential impact on people with protected characteristics and the Welsh language and review agreed actions to ensure any adverse impacts are addressed;</b></li><li>• <b>improve transparency and accountability by making PSB meetings, agendas, papers and minutes accessible and available to the public;</b></li><li>• <b>strengthen involvement by working to the guidance in the <a href="#">National Principles for Public Engagement in Wales</a>; and</b></li><li>• <b>feed back the outcome of involvement activity identifying where changes are made as a result of the input of citizens and stakeholders.</b></li></ul> |
| <b>R2</b>       | <p>In <b>Part 2</b> of the report we review arrangements for PSB scrutiny and conclude that there are shortcomings and weaknesses in current performance and practice. <b>To improve scrutiny, we recommend that:</b></p> <ul style="list-style-type: none"><li>• <b>PSBs and public bodies use the findings of the Auditor General for Wales' <a href="#">Discussion Paper: Six themes to help make scrutiny 'Fit for the Future'</a> to review their current performance and identify where they need to strengthen oversight arrangements and activity; and</b></li><li>• <b>PSBs ensure scrutiny committees have adequate engagement with a wider range of relevant stakeholders who can help hold PSBs to account.</b></li></ul>  |

## Recommendations

- R3** In **Part 3** of the report we summarise the difficulty of developing, implementing and resourcing PSBs and the challenges of managing multiple partnerships that can often have overlap and duplication. **To help build capacity, consistency and resourcing of activity we recommend that:**
- **PSBs take the opportunity to discharge other plan and strategy obligations through the Local Wellbeing Plan;**
  - **the Welsh Government enables PSBs to develop flexible models of working including:**
    - merging, reducing and integrating their work with other forums such as Regional Partnership Boards; and
    - giving PSBs flexibility to receive, manage and spend grant monies subject to PSBs ensuring they have adequate safeguards and appropriate systems in place for management of funding; effective budget and grant programme controls; and public reporting, scrutiny and oversight systems to manage expenditure.
- R4** **To help build capacity, consistency and resourcing of activity we recommend that the Welsh Government and Welsh Local Government Association in their review of strategic partnerships take account of, and explore, the findings of this review.**

## Part 1

Public bodies have not always taken the opportunity to effectively organise and resource the work of PSBs



- 1.1 **Shared Purpose Shared Future – Collective role: Public Services Boards** explains the Act and the work of PSBs, identifying council boundaries as the principle basis for joint working. The guidance also sets out how PSBs can merge, should collaborate to widen coverage and encourages them to operate more efficiently by providing them with the opportunity to discharge other planning and strategy reporting duties through the work of the PSB. In this part of the report we look at the evolution of PSBs and how they are meeting the expectations of the Welsh Government. We also consider their membership, focus, resourcing, operation and the evolution of PSBs from their forerunner bodies, Local Service Boards.

### **PSBs are building on the work of Local Service Boards and generally have the right membership, but attendance at meetings fluctuates and some key stakeholders are not always involved**

- 1.2 The Welsh Government's Making the Connections: Delivering Beyond Boundaries published in 2006, created Local Service Boards (LSBs) within each council area. Like PSBs, LSBs were intended 'to bring together the key contributors to local service delivery, both devolved and non-devolved'<sup>3</sup> to improve co-operation in service planning and undertake joint action where the need is identified, and where good outcomes depend on joined-up action. The intention was for the LSBs to be an over-arching mechanism of co-ordination, bringing together the main public service providers – councils, local health boards, police, the fire and rescue services and the Welsh Government itself.
- 1.3 Whilst the work and focus of LSBs naturally evolved over their life, partly tailored by the expectations and requirements of revised guidance<sup>4</sup>, they were the key forerunner to PSBs. From our review we found that many PSBs have evolved from the LSBs, building upon the foundations of the previous partnerships (for instance, Ceredigion<sup>5</sup> and Merthyr Tydfil<sup>6</sup>). In many cases the same individuals have moved from LSBs to PSBs continuing to deliver broadly the same role with the same responsibilities.

3 Welsh Assembly Government, **Making the Connections - Delivering Beyond Boundaries: Transforming Public Services in Wales**, – page 3, November 2006.

4 For example, Shared Purpose, **Shared Delivery: Guidance on Integrating Partnerships and Plans**, December 2012.

5 [http://www.ceredigion.gov.uk/cpd/CeredigionStrategicPartnerships\\_Public/13.5.1-EstablishmentOfCeredigionPSB.pdf](http://www.ceredigion.gov.uk/cpd/CeredigionStrategicPartnerships_Public/13.5.1-EstablishmentOfCeredigionPSB.pdf)

6 <https://democracy.merthyr.gov.uk/documents/s31707/Committee%20Report.pdf>

1.4 Most PSBs are chaired by council representatives: three by council chief executives and ten by council leaders. Of the other PSBs, two are chaired by the local health board representative, two by the chief executives of a local national park and two rotate the chairing between statutory partners. In addition to the statutory members the public bodies most frequently invited to PSB meetings are the Welsh Government, the police, probation services, national parks and representatives of the local voluntary sector. **Exhibit 3** summarises the main attendees across the 19 PSBs and the frequency of their attendance at meetings.

### Exhibit 3: frequency of attendance of PSB members

There is a wide variation in attendance across the 19 PSBs from statutory members and statutory invitees ranging from below 50% to 100% on individual PSBs.

| PSB members                   | Status             | Lead attended | Deputies attended | No attendance |
|-------------------------------|--------------------|---------------|-------------------|---------------|
| Council leader                | Statutory members  | 52%           | 33%               | 15%           |
| Senior council officers       | Statutory members  | 64%           | 28%               | 8%            |
| Fire and rescue authority     | Statutory members  | 54%           | 46%               | -             |
| Health board                  | Statutory members  | 52%           | 45%               | 3%            |
| Natural Resources Wales       | Statutory members  | 61%           | 34%               | 5%            |
| Welsh Government              | Statutory invitees | 47%           | 13%               | 40%           |
| Chief constable               | Statutory invitees | 45%           | 44%               | 11%           |
| Police and crime commissioner | Statutory invitees | 30%           | 28%               | 42%           |
| Probation                     | Statutory invitees | 25%           | 25%               | 50%           |

| PSB members                      | Status             | Lead attended | Deputies attended | No attendance |
|----------------------------------|--------------------|---------------|-------------------|---------------|
| Community rehabilitation company | Statutory invitees | 24%           | 8%                | 68%           |
| National parks                   | Invitees           | 81%           | -                 | 19%           |
| Voluntary sector representative  | Statutory invitees | 77%           | -                 | 23%           |

Source: Wales Audit Office review of minutes for PSB meetings

- 1.5 **Exhibit 2** highlights that all statutory partners across all PSBs frequently send deputies, particularly health boards and fire and rescue authorities, who tend to be represented by area directors or area managers rather than chief executives or chief finance officers. The lack of continuity in attendance and frequency of substitutions is regularly flagged as reducing the effectiveness of PSBs.
- 1.6 For instance, one respondent to our call for evidence commented that ‘while the Act is quite prescriptive with regards to the seniority of individuals required to sit on the Board, replacements or substitutes are still fairly common. The PSB only meets five times a year and inconsistency in representation means that it is difficult to create momentum in terms of delivering a shared vision and purpose.’ Another noted that it was critical that the PSB had ‘a focus on ensuring all partners who attend see the value of their role in the PSB, some attend without adding the value required, without actively supporting’ and another that ‘the Boards are variable and depend very much on the dynamic amongst the organisations who attend. Unless senior members of participating organisations attend, they [the Board] very quickly run out of steam.’

- 1.7 Despite all PSBs having voluntary sector representation, county voluntary councils' and Wales Council for Voluntary Alliance members report that the work of PSBs feels very distant from the reality of the day to day work of third sector organisations. The culture of PSBs also feels like a local authority owned agenda, notably in areas where the number of local authority representatives outweighs that of other organisations. They conclude that 'the current balance of power is reflective of the status quo, a 'two-tier' system with a clear onus on the four statutory partners versus the 'other' members; resulting in weak collective ownership of the work'<sup>7</sup>.
- 1.8 PSBs also invite a wide range of other organisations to participate in and shape their work. For example, further or higher education institutions and housing associations. We found that only three PSBs have regular attendance from town and community councils – Neath Port Talbot, Torfaen and the Vale of Glamorgan – and only one PSB (Swansea) has a good level of involvement with the private sector through the Regional Business Forum. No faith groups are involved in the work of PSBs despite their value being recognised in wellbeing assessments.

### PSBs are engaging with citizens, but are not involving them in their work

- 1.9 The legislation makes it clear that PSBs should work in a citizen-centred way, involving citizens in the co-design and delivery of wellbeing plans. PSBs have undertaken extensive stakeholder engagement activity when developing and finalising their wellbeing objectives and the Local Wellbeing Plan. For instance, questionnaire surveys in Ceredigion, Caerphilly, Pembrokeshire, Torfaen, Neath Port Talbot, the Vale of Glamorgan and Newport; and public engagement sessions and workshops in designated 'community areas' in Gwynedd and Anglesey, Bridgend, Cardiff, Neath Port Talbot, Monmouthshire, Swansea, Flintshire, Conwy and Denbighshire.

<sup>7</sup> Submission from Third Sector Support Wales (TSSW) to the National Assembly for Wales' Equalities, Local Government and Communities Committee – inquiry in relation to Public Services Boards, May 2018.

- 1.10 Other notable examples of engagement include the refocusing of citizens<sup>8</sup> panels onto PSB activity such as the Blaenau Gwent Citizens Panel, Your Voice Wrexham, Involve Newport and the Torfaen People’s Panel. The Torfaen Consultation Hub helps the public find and participate in consultations run by all public service organisations in Torfaen. And the One Cwm Taf newsletter<sup>9</sup> and One Newport bulletin<sup>10</sup> are good examples of how PSBs are informing people about what is going on, inviting comment, and promoting volunteering.
- 1.11 Whilst engagement activity has been time consuming and extensive it has nonetheless tended to follow traditional approaches focussed on informing rather than involving people and consequently falls short of meeting the new expectations of the Act. For example, it is unclear how such activity has been used to shape PSB priorities, the final wellbeing objectives and the actions needed to deliver change. Similarly, stakeholders are not made aware of the impact of their contribution and we found little evidence of how PSBs are ensuring the full diversity of stakeholders are represented and take part in involvement and engagement activity. For instance, we found that only Bridgend PSB has specifically engaged with and sought to involve people with protected characteristics. Engagement activity across Wales has only occurred in English or Welsh, and not in other languages or by using British Sign Language (BSL). We conclude that PSBs are not consistently involving people who have the most to gain from public bodies taking a stronger focus on improving citizens’ lives.

8 A Citizens’ Panel aims to be a representative, consultative body of local residents. It is typically used by statutory agencies, particularly local authorities and their partners, to identify local priorities and to consult service users and non-users on specific issues.

9 <http://www.ourcwmtaf.wales/SharedFiles/Download.aspx?pageid=286&mid=613&fileid=403>

10 <http://www.newport.gov.uk/oneNewport/News/One-Newport-Bulletin.aspx>



## Most PSBs have adopted the Terms of Reference set out in the Act

- 1.12 Terms of reference define the purpose and structures of the PSB and are the basis for partners agreeing to work together to accomplish a shared goal. Good terms of reference will set out the governance, functions and ambitions of the PSB and will highlight how partners and the public will be involved. They will also provide a documented basis for making future decisions because they define the:
- a vision, objectives, scope and deliverables (ie what has to be achieved);
  - b stakeholders, roles and responsibilities (ie who will take part in it);
  - c resource, financial and quality plans (ie how it will be achieved); and
  - d work breakdown structure and schedule (ie when it will be achieved).
- 1.13 Whilst the Welsh Government encourages local flexibility, we found that 17 of the 19 PSBs have adopted terms of reference in line with the Act, but with little variation to take account of local circumstances. Whilst nearly all terms of reference follow the same format, we found that six do not set out how sub and working groups will be established and operate and five do not set out how people and partners will be engaged in the work of the PSB. Resources, capacity building and skills development are the major gaps in the current terms of reference. Cardiff, Caerphilly and Newport PSBs have updated their terms of reference and Swansea PSB has produced some good guidance to support the work of the PSB. The terms of reference developed by Gwynedd and the Isle of Anglesey helpfully sets out and explains how disagreement and conflict will be resolved.

## PSB agendas vary widely and Welsh Government guidance on impact assessments is not sufficiently clear to direct activity in key areas

- 1.14 Decisions made in PSB meetings ultimately determine the success or failure of the PSB, but meetings can often run the risk of being unfocused and unproductive if they do not have a clear agenda. From our review of minutes and agendas we found that the coverage of agendas, quality of reports and the minutes are hugely variable. Between April 2016 and July 2019, we identified from PSB and council websites that PSBs have met a total of 208 times. We were, however, unable to find public information on dates of meetings, agendas, minutes and reports for 11 PSBs for some or all of this period. Indeed, two PSBs have not reported publicly on when they have met, nor have they published agendas, board papers and minutes of meetings since April 2016.
- 1.15 Whilst we only have a partial picture of PSB performance, we found that as of June 2019:
- a PSBs had, on average, 18 core attendees at each meeting, with the number of participants ranging from 16 to 42 people;
  - b the average length of meetings is 2.5 hours;
  - c PSBs have received over 1,100 reports and over 300 formal presentations as well as regular verbal updates and tabled items;
  - d 'host' councils are allocated approximately 98% of the tasks for action arising from meetings; and
  - e each PSB has on average four sub-groups ranging from no sub-groups in four PSBs to 11 in one.

- 1.16 Too often reports and minutes are not clearly written and are full of jargon which can make it difficult for the public to judge the quality of decision making and the work of PSBs. Conclusions of discussions often end in the Board ‘noting’ items, or ‘thanking’ partners for contributions, and agendas regularly include matters for information not decision. And, because these tend not to be matters for action they are consequently not monitored or scrutinised in later PSB meetings. One respondent to our call for evidence noted from their experience ‘the PSB has also become a bit of a ‘catch all’ for initiatives. Agendas have become long and discussion time limited.’ Overall, we conclude that PSBs are not doing enough to report publicly and openly on their work to ensure stakeholders and citizens can judge performance and hold them to account. This weakens transparency and accountability and it is difficult to see how public bodies are collectively taking a stronger focus on improving local citizens’ lives in line with national guidance and public interest.
- 1.17 We found that Welsh Government guidance<sup>11</sup> is also not clear on whether PSBs should undertake impact assessments, noting that ‘a public services board is not under a duty to carry out formal impact assessments. However, they might consider it a useful way of reflecting on matters that statutory members of the board would need to consider or expect to be considering in any case if they are to meaningfully assess the well-being of their area.’ Consequently, PSBs have adopted a variety of approaches to gauge and understand the potential impact of their decisions. For instance, whilst some Boards have undertaken PSB specific impact assessments, others rely on individual organisations’ impact assessments. These are, however, often not specific to the PSBs’ priorities or planned actions and can be unsighted by other Board members.
- 1.18 More generally, respondents to our call for evidence flag concerns with Welsh Government guidance and advice, perceiving it as overly bureaucratic, too prescriptive and not being sufficiently integrated with other key partnership guidance, in particular Regional Partnership Boards. For instance, one noted that ‘the legislation has been very prescriptive, and it has delayed the start of work on projects. Early discussions focussed on dates when things had to be done by and perversely dates things couldn’t be started until a time lapse had occurred.’ Another commentator noted that to support the PSBs to flourish requires ‘less nationally imposed demands and expectations; less central generated bureaucracy’ and another that PSBs should have ‘greater flexibility to enable the PSB to focus on initiatives rather than compliance with the guidance’.

11 <https://gov.wales/sites/default/files/publications/2019-02/spsf-3-collective-role-public-services-boards.pdf>

## PSBs have mixed views on the benefits of the advice they receive from the Future Generations Commissioner

- 1.19 The Future Generations Commissioner has clearly set out to PSBs the expectation that their work should be focussed on specific issues, where the PSB is more likely to make transformative changes that can help improve people's wellbeing. Indeed, the Commissioner has asked PSBs to consider focussing more deeply on a small number of issues and to consider different ways of tackling issues rather than continuing with some of the more traditional approaches which have not proved successful in the past.
- 1.20 The Commissioner has also made clear that part of her role is 'continuing the conversation' and in 2016-17 sent letters of advice to PSBs in response to their wellbeing assessments, which culminated in her national report **Well-being in Wales: planning today for a better tomorrow**. The Commissioner also provided advice to PSBs on their draft wellbeing objectives in 2017-18, as PSBs were preparing their wellbeing plans.
- 1.21 We found that PSBs are responding very differently to this advice. Some PSBs, such as Ceredigion, Cwm Taf and Pembrokeshire, have evidently reviewed the advice – for instance, the Commissioner's 'Art of the Possible'<sup>12</sup> programme – and PSB partners have considered collectively how they can best use these insights to refine their work. Despite respecting the advice and guidance provided by the Commissioner and her office, minutes of some PSBs' meetings note that the length and timeliness of advice could be better and that it is often viewed as impractical and not helpful in supporting the PSB to improve.
- 1.22 For instance, minutes of the Newport PSB meeting of 21 November 2017 note that 'Members commented that the Commissioner's advice was overly lengthy and could usefully have provided a clearer steer on expectations and guidance models for the PSB in terms of how it could do things differently.'<sup>13</sup> Similarly, the Wrexham PSB meeting of 13 September 2018 noted that '[the commissioner] is asking PSBs to consider the governance between themselves and the RPBs. PSB felt advice is badly timed to consider this in detail at the moment'.<sup>14</sup> These are echoed by responses to our call for evidence, with feedback from one PSB member noting that the 'idealist expectations of the Future Generations Commissioner' hinder the work of the PSB.

<sup>12</sup> The 'Art of the Possible' is one of the Commissioner's main programmes of work. It is a partnership approach to shining a light on great work that is improving wellbeing in communities across Wales.

<sup>13</sup> <http://www.newport.gov.uk/documents/One-Newport/PSB-Minutes-21-November-2017.pdf>

<sup>14</sup> <https://www.wrexhampsb.org/wp-content/uploads/2016/08/WrexhamPSB-13-09-18-mins.pdf>

## The lack of dedicated funding limits the work and impact of PSBs

- 1.23 The Act requires councils to make administrative support available to the PSB – ensuring the 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 each board to determine appropriate and proportionate resourcing of their collective functions which are the responsibility of all the statutory members equally.
- 1.24 The main source of 'income' for PSBs is the Welsh Government's Regional Grant which is issued on a health board footprint and must be spent for the benefit of all PSBs within that region and cannot be spent on project work. We found that some PSBs have set budgets. Cwm Taf PSB has a pooled budget to support administrative work with contributions from the councils and health board. Similarly, both the councils and health board members of the Neath Port Talbot and Swansea PSBs each contribute £10,000 to cover the cost of administrative support. A number of PSBs are also seeking to align their work with other partnership groups in order to share grant funding.
- 1.25 Outside of this funding, the majority of partners' contribution to the PSBs is a 'contribution in kind', usually officer time and use of facilities with most expenditure being absorbed by each partner, in particular the council. This is particularly challenging for councils as they are required to service the PSB and deliver the scrutiny role which goes wider than providing support for meetings. However, it is clear that partners also do not have the capacity to take on more and resources and capacity remain a key risk. Indeed, one of the key messages from our call for evidence is in relation to resources, capacity and the need for a dedicated funding stream for PSBs.

Call for evidence feedback on major risks facing the PSB:

'The main barriers relate to issues of resources and capacity.'

'In order for the PSB to begin fulfilling its potential, it needs dedicated funding. Crucially, this needs to be allocated to the PSB ... not just the local authority or the statutory partners. The allocation of shared resource to RPBs in the form of ICF & transformation fund has galvanised multi-agency, cross-sector collaboration.'

'Provide access to financial support – all partners are financially stretched and even if collaboration opportunities are identified there are still set up costs and a need for staff support.'



'Dedicated funding, resources and improved clarity around expectations of PSBs relative to other collaborations would improve impact.'

'The lack of direct financial resources prevents some actions being undertaken – the time and effort required to look at pooled/shared budgets is disproportionate to any success. WG should ensure that some of the funding streams are directed to PSB - ICF, Transformation funds etc. This would help recognise the role of PSB and speed up change and reconfiguration of services.'

'Over the past three years, the local authority has allocated significant resource to ensure the effective operation of the PSB. This is a significant burden which is not sustainable in the long term.'

'The main barriers relate to issues of resources and capacity across partner organisations: lack of dedicated PSB partnership resource budget; reduced capacity across senior managers in the public sector following 6 years of austerity; and lack of additional funding from Welsh Government to deliver on the requirements of the WBFGA, particularly in comparison to that made available to deliver the SSWBA.'

'PSBs receive no direct funding, this is a limiting factor. The capacity and capabilities of each partner vary so each partner contributes in very different ways. Inevitably those partners with the broadest shoulders carry the heaviest load which is an issue at a time of austerity when all organisations are under financial pressure and struggling with limited resources.'



## Part 2

Public Services Boards are not consistently being scrutinised or held to account



- 2.1 The Act identifies that local councils are responsible for the formal overview and scrutiny of PSBs, and in particular the: provision of a supportive space for reflection and self-analysis; enhanced democratic accountability and improved transparency; a stronger focus on improving local citizens' lives; and place-based transformation through deeper public engagement. The three main roles of overview and scrutiny committees are set out in Welsh Government guidance and defined as:
- a reviewing the PSBs' governance arrangements;
  - b acting as statutory consultees on the wellbeing assessment and Local Wellbeing Plan; and
  - c monitoring progress on the PSBs' implementation of the Local Wellbeing Plan and engagement in the PSB planning cycle.
- 2.2 In order to ensure democratic accountability, councils must designate a scrutiny committee to review the governance arrangements of the PSB as well as review or scrutinise the decisions made, or actions taken by the PSB, and make reports or recommendations to the Board regarding its functions or governance arrangements. It is for each council to determine what form these scrutiny arrangements take. For example, existing legislative powers can be used to put in place joint arrangements, such as 'co-opting' persons who are not members of the authority to sit on the committee, and where appropriate to appoint joint committees across more than one local authority area. The 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 statutory member. This includes any person that has accepted an invitation to participate in the activity of the Board.
- 2.3 We found a wide variation in how councils have configured their PSB scrutiny functions. Five have a dedicated PSB scrutiny committee, five include oversight within the remit of a partnership scrutiny committee, and others have established reporting lines through policy and resources scrutiny committees. Swansea has the largest scrutiny committee inviting an average of 32 people to each meeting in 2018 and 2019. However, one council has not yet designated or created a scrutiny committee for the PSB and another has only recently created a scrutiny committee, which is yet to meet. Councils that have integrated the scrutiny of the PSB with other responsibilities often have committees with very broad remits and councillors lack the capacity to consider everything they need to. As a result, the work of the PSB can take a low priority.



- 2.4 The timing and frequency of meetings do not help scrutiny committees to monitor progress on the PSBs' implementation of the Local Wellbeing Plan. For instance, most scrutiny committees are not timetabling their meetings to mirror the cycle of PSB meetings. The frequency of council scrutiny committee meetings also varies widely, a reflection of whether oversight has been tasked to an existing committee or to a dedicated committee focussed purely on the PSB. Consequently, some scrutiny committees meet monthly, others less frequently.
- 2.5 Our review of council scrutiny papers, agendas and reports found that a number of committees are focussing on internal administration, structures and procedures and not enough on providing insight or challenge to PSBs. We saw evidence that most, but not all, scrutiny committees are consulted on the PSBs' wellbeing assessment and Local Wellbeing Plan, but it is not always clear what impact their scrutiny has had. Some scrutiny committees simply note receipt of the Local Wellbeing Plan with minutes recording no or little comment or challenge.
- 2.6 With regard to monitoring progress on the PSBs' implementation of the Local Wellbeing Plan and engagement in the PSB planning cycle, we found big differences in how scrutiny committees are performing. There is good evidence that some scrutiny committees are effectively challenging the work of PSBs. For example, the work of Cardiff Council's Policy Review and Performance scrutiny committee when considering the PSB's Wellbeing Report 2017-18<sup>15</sup>. Likewise, Caerphilly provide PSB performance reports to members in advance of scrutiny meetings to help members set their lines of enquiry and to ensure that the right PSB partner officers attend meetings to answer these questions. In addition, pre-meeting discussions also allow officers to present questions under themes to sharpen the focus of scrutiny.

<sup>15</sup> <http://cardiff.moderngov.co.uk/documents/s25545/Minutes%20Public%20Pack%2003102018%20Policy%20Review%20and%20Performance%20Scrutiny%20Committee.pdf>

- 2.7 However, these positive examples are not universal, and we found significant shortcomings in how some scrutiny committees are reviewing and scrutinising the decisions made and actions taken by PSBs. For instance, reports and updates on the work of PSBs are simply noted by some scrutiny committees, whilst other committees are not tracking the number, discussion of, discharge, and impact of the recommendations they make for PSBs to action. Scrutiny Committee papers and minutes can also be full of jargon and abbreviations which can make it difficult for councillors to examine performance, a point noted by Ceredigion's Overview and Scrutiny Co-ordinating Committee<sup>16</sup>. This makes it difficult for councils to demonstrate how they are discharging the expectations of the Welsh Government's guidance.
- 2.8 Of the councils that published annual scrutiny reports, we found little commentary on their responsibilities to scrutinise PSB governance arrangements and whether the current systems are effective or need to change. The Terms of Reference of PSBs are generally not reviewed by scrutiny committees. This is important because PSBs' governance work may evolve over time and priorities may change.
- 2.9 Whilst some PSB scrutiny committees encourage wider attendance at meetings this could be more inclusive to ensure stakeholders and citizens are given the opportunity to hold their PSB to account. All PSB scrutiny committees are chaired by a councillor, membership of committees is primarily made up of local councillors and there are few co-opted members from PSB partners. Consequently, the work of committees ends up with a heavy 'council focus'. Many PSBs are not open to the public, and we found that only one PSB – Swansea – encourages involvement and engagement with the public at PSB meetings through its public 'question time'. In addition, Cardiff and Swansea tabled questions from the public. Cwm Taf and Cardiff advertise PSB and scrutiny meetings in the local press and on social media and several other PSBs have dedicated public-facing websites with a good range of useful and accessible information, the best of which we consider to be Cwm Taf and Blaenau Gwent. Websites with good quality material make it easy for the public to become more informed and involved in the work of the PSB. Despite these positive examples, there is more for PSBs and public bodies to do to ensure there is effective oversight of the work of Boards.

16 [http://www.ceredigion.gov.uk/cpd/CeredigionStrategicPartnerships\\_Public/10.8%20Scrutiny%20Feedback%2030.11.2017.pdf](http://www.ceredigion.gov.uk/cpd/CeredigionStrategicPartnerships_Public/10.8%20Scrutiny%20Feedback%2030.11.2017.pdf)

## Part 3

Despite public bodies valuing PSBs, there is no agreement on how their role should evolve



3.1 There is no single or right model for how PSBs should be organised and should work. Each PSB is the sum of its members and will reflect the local context, the needs of its areas and the agreed priorities for action. Since the establishment of Public Services Boards in 2016, much of the focus of their early work has been on completing the wellbeing assessment, adopting the Local Wellbeing Plan and establishing governance and operating arrangements between partners. Most PSBs have now reached a pivotal moment, where these arrangements are well-established and are turning their attention to delivering the outcomes they have set out. It is timely, therefore that PSBs pause and consider their role and how they can ensure their work is focussed sufficiently on meeting the objectives of the Act.

### Partners support the continuation of PSBs, but they have mixed views on what their future role should be

3.2 Nearly all partners responding to our call for evidence said that PSBs are the right vehicle to deliver the ambitions of the Act but also acknowledged they are only part of the solution. Whilst most partners note that PSBs will only have impact if they are allowed time and space to develop, many who responded to our call for evidence highlighted that structures also need to change to support them to flourish. Proposals included more flexibility to allow PSBs to operate without overly prescriptive guidance, exploring regional working and greater clarity over the roles and links between PSBs and Regional Partnership Boards.

'I would not want to see wholesale change being introduced again. We have had Community Planning and Leadership Partnerships and Community Plan; then the Local Service Board and Single Integrated Plan, and now we have Public Services Board and Wellbeing Plan. We cannot just keep shuffling the deck chairs, changing the name of partnerships, and expecting change for the better. I think most people are fed up with the 5-year cycle of change of partnership, new assessments, new plans and then 'all change' before anything has had chance to bed in and deliver real transformation and improvement. The Well-being of Future Generations Act needs us to plan for the long term – to do that, we need a long-term commitment to PSBs, even if an element of the work moves onto a regional footing.' – Call for evidence response.

- 3.3 PSB members often attend numerous partnerships and respondents to our Call for Evidence noted difficulties in aligning all priorities, and often the work of their organisation is remote and not central to delivery of wellbeing objectives or the Local Wellbeing Plan. This can be especially difficult for fire and rescue authorities who cover between four and nine PSBs; the national park authorities who work with between one and nine PSBs; and the police who operate across four and six PSBs. For example, one respondent to our call for evidence noted that ‘both Swansea and NPT PSBs have very similar wellbeing plans and yet these are being developed in parallel rather than in a collaborative joined up way which ignores local authority boundaries. This is a particular issue for partners who cover more than one PSB area – it duplicates work (attendance at numerous meetings discussing the same issues in different LA areas), it means missed opportunities for greater collaboration.’ Bodies working across a region consequently find it hard to resource every PSB meeting, sub group and council scrutiny meeting.
- 3.4 PSB members likewise find it challenging to respond to and align partnership activity under different pieces of legislation. As well as having to create PSBs, they are also required to form regional partnership boards under the Social Services and Wellbeing Act and regional delivery arrangements under the recent Violence Against Women legislation. Reducing the complexity of public service governance has long been an aim of the Welsh Government, local government and other public service partners who note that the lack of alignment between partnerships which continue to operate on different geographical boundaries can dilute impact, stretch capacity and increase complexity. Partnerships undoubtedly can help drive transformational change, but the top-down prescriptive model favoured to date, coupled with different emphases in different legislation and guidance, has not always helped Public Bodies to deliver on the ground.
- 3.5 This is not unique to PSBs and echoes the findings of the Auditor General’s recent review on the Integrated Care Fund and the work of regional partnership boards<sup>17</sup>. For example, regional partnership boards operate on health-board boundaries, whereas others like the majority of PSBs operate on a local authority footprint. A number of respondents also highlighted that PSBs, unlike regional partnership boards, are not allocated resources to directly spend. This is resulting in some PSB partners choosing to prioritise the work of regional partnership boards over PSBs because the former makes decisions on where to invest and spend money and the latter does not.

17 <https://www.audit.wales/system/files/publications/integrated-care-fund-report-eng.pdf>

- 3.6 However, given the weaknesses identified in earlier sections of this report on the inadequacy of accountability and oversight arrangements, the lack of public reporting and the duplication of PSB activity with other partnerships, there are risks in allocating PSBs resources to manage. For PSBs to start to control and spend money will require changes and improvements in how PSBs work; how they publicly report; how they are scrutinised and held to account; and clear expectations on how they should manage and control PSB budgets and expenditure.
- 3.7 It is unsurprising that many we have spoken to and who responded to our call for evidence flag the current multifaceted partnership environment as a potential block to improvement because resources and capacity are being overextended. It is often the same individuals who are expected to contribute to and attend PSBs and regional partnership boards, putting considerable pressures on their time and resources. For instance, one respondent to our call for evidence noted that ‘the partnership landscape is now rather complex ..... the PSB has found it challenging to find an area where they can add value and not duplicate other areas’. Whilst another highlighted that ‘the capacity to service both PSB and RPB partnership arrangements is an issue. A single partnership arrangement would help to reduce duplication, ensure adequate officer support and provide clarity regarding governance and accountability.’
- 3.8 Finally, one respondent highlighted that ‘the relationship between PSBs, RPBs and other bodies (City Deal, APBs) is very confusing and makes for a cluttered landscape. It is difficult for professionals to understand – let alone the public we are supposed to serve. Competing cycles – most public sector organisations are funded annually; political terms are 4/5 years and yet PSBs are trying to develop solutions for the next generation – these factors work against each other.’
- 3.9 There are nevertheless mixed opinions on whether PSBs should operate on local or regional footprints and whether they should merge with other partnerships. Whilst there are tensions inherent in the existing structures, there are also challenges to changing them. Whilst larger partnerships offer economy of scale, they can also become remote moving decision making and prioritisation further away from communities. The Welsh Government is also clear that not all partnership structures do the same job. Some are about case management or operational delivery across services whilst others focus on developing a shared strategic perspective and it is not always possible, or desirable, to bring these together.

- 3.10 As well as PSBs, the Welsh Government<sup>18</sup> has identified 23 other major partnership groupings, broadly aligned with the following themes:
- a Economy and skills – 3
  - b Health and social care – 4
  - c Criminal justice and community safety – 8
  - d Children and young people – 3
  - e Housing – 4
  - f Other – 1
- 3.11 Though most of these emanate from, or are driven by, national requirements, how they are organised, managed and work is very much left to public bodies to determine, recognition that there is no one or right way for partnerships to organise themselves. And whilst some boards have ensured that the responsibilities of different regional and local boards are clearly defined and seek to keep duplication to a minimum, this is not universal. Even where there are opportunities to streamline the work of the PSB and discharge other plan and strategy obligations through the Local Wellbeing Plan, we found that PSBs are not necessarily taking them.
- 3.12 For example, whilst most councils discharge their community planning functions and priorities for child poverty through their PSBs, and others have taken the opportunity to integrate their community safety partnerships into a sub group of the PSB (Bridgend and Swansea for example), progress in other areas has been limited. Strategies relating to Violence against Women, Domestic Abuse and Sexual Violence have mostly been regionalised and are not being discharged through the Local Wellbeing Plan.
- 3.13 Undoubtedly, those we have spoken to and who responded to our call for evidence value the work of PSBs, but there are very different views on how they should evolve. As noted above, some favour fewer Boards operating across wider regional areas whilst others value PSBs reflecting local authority footprints and being tied more closely to communities. Others want to see PSBs and regional partnership boards being merged to reduce duplication, not least in attendance, but to also better co-ordinate work on similar priorities. It is clear that there is no single model for partnership working and each partnership needs to reflect the local circumstances, priorities and context. And it is PSBs themselves who are best placed to decide when, where and how they wish to work together, and the Act is designed to ensure they have the flexibility to do so.

18 Paper 3 (Annexe A), Working Group on Local Government, Meeting 25 January 2019.

3.14 However, given the demands on public bodies to sustain and maintain so many partnership fora, there is a clear case for rationalising the current arrangements to free up capacity and reduce duplication. And the current review commissioned by the 'Working Group on Local Government' to map strategic partnerships<sup>19</sup> and make recommendations for rationalisation should address this. To assist in this process, in the remainder of this section we consider how similar partnerships operate in Scotland and England and highlight key differences with Wales.

### PSBs are broadly similar to Community Planning Partnerships in Scotland, but partners in Scotland also deliver projects and co-ordinate funding programmes

3.15 The approach in Wales is similar to the Community Planning<sup>20</sup> system in Scotland. Community planning is the process by which councils and other public bodies work together, with local communities, businesses and voluntary groups, to plan and deliver better services and improve the lives of people who live in Scotland. The [Local Government in Scotland Act 2003](#) provides the statutory basis for community planning. Community planning is led by Community Planning Partnerships (CPPs). There are 32 CPPs, covering each council area, which include representatives from the following:

- a **the council:** It has a statutory duty to 'initiate, facilitate and maintain' community planning. It is therefore responsible for taking the steps necessary to ensure community planning takes place.
- b **statutory partners:** NHS boards, Scottish Enterprise, Highlands and Islands Enterprise, Police Scotland, Scottish Fire and Rescue Service and regional transport partnerships.
- c **other partners:** These include other public bodies, further and higher education institutions, voluntary groups, community groups and business organisations.

19 <https://www.wlga.wales/review-of-strategic-partnerships-june-2019>

20 The Community Planning model has been in place for a number of years and was most recently refreshed with the [Community Empowerment \(Scotland\) Act 2015](#).



- 3.16 Unlike PSBs, CPPs are focused on delivering projects particularly at a community level. This work can include managing and assisting in asset transfer to community groups, working with communities to both build capacity and identify solutions and also investing in infrastructure and projects. For instance, the approach to involving communities in identifying and planning responses in Glasgow<sup>21</sup>. CPPs are also required to specifically consider how they can help contribute to poverty reduction and they must also assess the impact of their policy choices on people with protected characteristics. Importantly, CPPs must set out what public money is being spent locally and actively seek opportunities to reduce duplication, jointly bid for external finance and pool resources.
- 3.17 CPPs have also acted as the co-ordinating body for national funding programmes; for instance, the Early Years Change Fund established in 2011 as a partnership fund between the Scottish Government, local government and the NHS totalling £274.25 million in investment. The CPPs provide oversight and co-ordination for this programme<sup>22</sup>. Consequently, CPP plans, which have a 10-year timescale, are focussed on operational delivery as well as setting the overall strategic direction for an area. There are therefore some important differences between CPPs and PSBs, namely, the former works more closely with the business sector, has oversight of funding and supports delivery of community projects. This is very different to PSBs.

21 <https://www.glasgowcpp.org.uk/index.aspx?articleid=19222>

22 <https://www.gov.scot/publications/summary-community-planning-partnerships-cpps-early-years-change-fund-returns-9781786524355/pages/1/>

## Strategic partnership work in England is left to each council to determine and this has resulted in very different approaches

3.18 The approach in Wales and Scotland, however, is sharply different to England. Increasingly, councils in England are choosing not to have a local strategic partnership forum, partly a reflection of less central direction, austerity and the cost of servicing and maintaining these forums, but also because of difficulties in quantifying impact and the speed of decision making. From our research we found that approaches in England tend to focus on one key priority – learning and skills, economic growth, preventing poverty, or digital delivery. And because there are no central mandated approaches or requirements, public bodies are left to determine how they respond, which has resulted in very different approaches with little consistency between regions. For instance:

- a the Derbyshire Partnership Forum<sup>23</sup> is one of the few remaining local strategic partnerships in England and primarily focuses on preventing poverty in rural areas. The Forum brings together over 60 public, private, voluntary and community sector organisations who work together to improve the quality of life for the people of Derbyshire. The Derbyshire Partnership integrates seven other strategic partnerships and runs a data observatory. The Derbyshire Partnership Forum is currently carrying out a fundamental review of its governance arrangements to refocus its priorities on fewer things where there are gaps in conventional service delivery and to further integrate efforts, for example, in youth safety prevention work.
- b Newcastle City Council's Growing our City<sup>24</sup> is focussed on attracting and encouraging investment in the city to grow the economy and create a more sustainable Newcastle. Key to this is the programme of work being developed under the Newcastle City Deal<sup>25</sup>, which supports the creation of an Accelerated Development Zone in the Newcastle and Gateshead corridor which is allowing the Council to regenerate the city centre and tackle poverty. Alongside this is the life and science and healthcare work which has levered in over £1 billion in investment and the Council's partnership with Legal and General at the Helix site.

23 <https://www.derbyshirepartnership.gov.uk/home.aspx>

24 <https://www.newcastle.gov.uk/our-city/growing-our-city>

25 [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/406293/Newcastle-City-Deal-Paper.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/406293/Newcastle-City-Deal-Paper.pdf)

- c the Essex Online Partnership<sup>26</sup> is focusing on one key priority: to improve digital access, grow skills, and ensure all partners have access to the best integrated technology and data. The Partnership operates through a subscription model and is jointly led by Essex County Council and Essex Police. The partnership shares knowledge, resources and services to provide technology solutions, which support the business needs of each partner organisation and reduce the cost of their technology. Significantly, the partnership involves and includes networks of interest, schools and rural communities.
- d Southampton Connect is an independent partnership which brings together senior city representatives seeking to address the key challenges and opportunities for Southampton and working with the city's key partners to improve the outcomes of the people of Southampton<sup>27</sup>. Southampton Connect is chaired by the Hampshire Chamber of Commerce and is responsible for the delivery of the Southampton City Strategy which contains many of the features of a wellbeing assessment. Partners emphasise speed of action and ability to speak with one voice as clear tangible benefits. Rough sleeping is the partnership's current priority based on public interest and local concerns.

3.19 From our analysis, one of the key differences between England and Wales is the freedom English councils have to determine their direction and purpose and the role of the private sector to support strategic activity. With less public money available to invest in services and regeneration activity, we found that English councils are focusing on strategically using their powers – in particular land use planning, the General Power of Competence<sup>28</sup> (which currently does not exist in Wales) and the ability to negotiate reuse of income generated from flexing business rates – to encourage inward investment that helps tackle problems. This helps to increase employment and grow council tax revenues to reinvest in public services.

26 <http://www.eolp.info/>

27 <https://www.southampton.gov.uk/council-democracy/partnership-working/southampton-connect.aspx>

28 The Localism Act 2011 introduced the general power of competence in England which enables local authorities to do things an individual may generally do but anywhere in the UK or elsewhere. The power also allows authorities to do things for a commercial purpose or otherwise, for a charge or without a charge and without the need to demonstrate that it will benefit the authority, its area or citizens of the area. The general power of competence has extended the range of services which a local authority can lawfully provide.

- 3.20 However, because these approaches are negotiated and agreed by the UK government on a case by case basis, there is no uniformity between councils nor a core focus for action that all councils are prioritising. Councils are essentially left to ‘get on with it’ with little external support, oversight or challenge, which is inherently risky, especially when things go wrong. This is very different to the Welsh Government policy for PSBs, which promotes a ‘public sector led’ response to addressing challenges. Whilst the Welsh Government’s guidance references the private sector and businesses, they are not identified as core PSB members and their role and contribution to date in Wales are not as central to the work of PSBs, with one or two exceptions, which is different to England.
- 3.21 Some, but not all, of the approaches in England are also developed under the auspices of City and Growth Deals<sup>29</sup>. City Deals also operate in Wales and are an agreement between the UK and Welsh governments and a city or city region. It gives the city and its surrounding area certain powers and freedom to take charge and responsibility of decisions that affect their area. City and Growth Deals are focussed on stimulating economic growth across an area, but also tackling barriers by, for instance, improving transport connectivity; increasing skill levels; supporting people into work; supporting businesses; and deciding how public money should be spent. A Growth Deal is very similar in purpose but is less geographically restrictive.
- 3.22 There are currently two City Deals in Wales – the Cardiff Capital Region City Deal<sup>30</sup> and the Swansea Bay City Deal<sup>31</sup> – and proposals for development of Growth Deals in Mid Wales and North Wales. The local authority partners in each of the existing City Deals have established joint governance arrangements to oversee implementation of the deal. Given the potential City Deals have for making a positive impact on improving economic wellbeing it is important that their work is focused on delivering sustainable development in line with the Act, a key issue flagged by the Commissioner with public service leaders in correspondence<sup>32</sup>. Irrespective, they are also another major partnership that adds to what already is a complex picture of planning and delivery across the public sector.

29 City and Growth Deals have become one of the main tools for driving economic activity in the UK in recent years. A process that started with the major urban centres of England (outside London) has grown to include most of the large population centres across the UK. By their nature, these deals are unique to the area they spring from, and there is a great deal of variety in their scope and ambition.

30 [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/508268/Cardiff\\_Capital\\_Region\\_City\\_Deal.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/508268/Cardiff_Capital_Region_City_Deal.pdf)

31 [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/611685/Swansea\\_City\\_Deal\\_-\\_English.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/611685/Swansea_City_Deal_-_English.pdf)

32 <https://futuregenerations.wales/wp-content/uploads/2017/03/20161212-City-deal-FinalEng.pdf>

# Appendices

## Appendix 1 – study methodology



# Appendix 1 – review methodology

## Review of literature

We have reviewed a wide range of documents and media, including:

- evidence submitted to the National Assembly for Wales' Equalities, Local Government and Communities Committee inquiry in relation to Public Services Boards;
- examining national policy, statutory guidance and the Well-being of Future Generations Act guidance and legislation;
- examining all PSB meeting reports, minutes and online information from 2018 and 2019 and a sample of earlier documentation;
- checking PSB websites for accessibility and encouraging public involvement;
- reviewing financial information on PSBs;
- comparing public priorities in wellbeing assessments with wellbeing objectives;
- recording who attended PSB meetings and examining all PSB terms of reference where they exist;
- assessing if PSBs are streamlining their activity by integrating other statutory partnerships and plans/strategies;
- considering if PSBs are taking account of advice from the Future Generations Commissioner;
- reviewing all PSB related council scrutiny committee minutes, reports and annual reviews of scrutiny; and
- other relevant research and guidance from government, councils, CIPFA, and research bodies.

## Comparative research

We compared guidance and strategic partnership work in Wales with approaches in England and Scotland.

## Call for evidence

We undertook a call for evidence of all PSB statutory and invited members and received responses from 51 members of PSBs covering all 19 PSBs.

## Interviews and focus groups

We interviewed representatives from the Future Generations Commissioners (FGC) Office, the Welsh Government, the Welsh Local Government Association and members of PSBs including council, fire and rescue authority, police and voluntary sector officers and PSB co-ordinators. We interviewed officers in councils in England and undertook fieldwork in Newcastle. We held focus groups with Wales Audit Office staff who are delivering Well-being of Future Generations audits at each of the 44 public bodies and have observed scrutiny meetings.

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