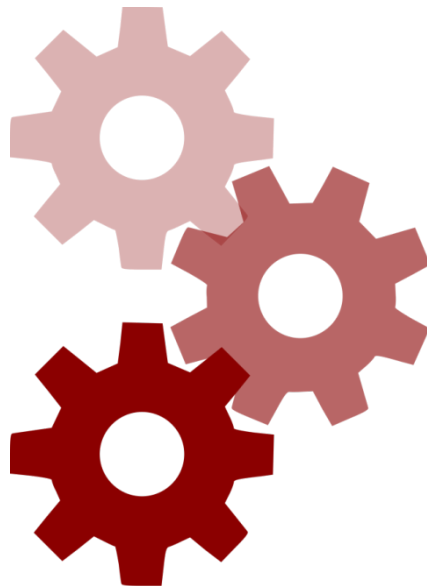


Swansea Public Services Board

Partnership Manual

Making a visible difference for Swansea citizens



January 2017

About This Manual

This manual is a guide to Swansea Public Services Board (referred to here as 'the Board').

It has two purposes:

First it provides a guide for anyone interested in the work of the Board and includes specific sections aimed at different groups of people affected by the Board's work.

Second it is the Board's formal terms of reference reflecting the requirements of the statutory guidance issued by the Welsh Government. The guide for Board Members sets out their responsibilities and roles. A technical annex formally sets out these terms of reference.

This manual has been informed by:

- Input from the statutory members of the Board
- Shared Purpose Shared Future: Welsh Government statutory guidance for Public Services Boards
- Consultation with Swansea Local Service Board Members, Councillors and public service professionals

This is the second version of the Partnership Manual and it was adopted by the Public Services Board in January 2017.

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1. General Guide

Swansea Public Services Board is a partnership of agencies working together to improve the way that services are provided - now and in the future.

In this section you can find out about:

[What is Swansea Public Services Board?](#)

[The purpose of the Board](#)

[How the Board will make a difference](#)

[The Sustainable Development Principle](#)

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[Who is on the Board?](#)

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[How to find out about the work of the Board](#)

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[How the Board is held to account](#)

[How to attend a meeting or ask a question](#)

1.1 What is Swansea Public Services Board?

Swansea Public Services Board is a partnership of public service agencies who work together to improve local services. The four statutory members of the Board are Abertawe Bro Morgannwg University Health Board, Natural Resources Wales, the Fire and Rescue Service and the Council. The Board also involves other organisations that have an interest in the wellbeing of the area for example the police and the universities. Support is provided by the City and County of Swansea.

Every local council area in Wales is legally required to have a Public Services Board. This is set out in the Well-being of Future Generations (Wales) Act 2015.

1.2 The purpose of the Board

The purpose of the Board is to improve the economic, social, environmental, health and wellbeing and cultural well-being of the City and County of Swansea.

The Board wants to see Swansea develop as a city and county of opportunity, a city that cares, a city of innovation and a city to be proud of.

In other words - **to make a visible difference for Swansea citizens.**

While the focus is local, the Board will also contribute to the [national and regional well-being goals](#) that have been set out by the Welsh Government. These are:

- **A prosperous Wales:** An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses

resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

- **A resilient Wales:** A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
- **A healthier Wales:** A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
- **A more equal Wales:** A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
- **A Wales of cohesive communities:** Attractive, viable, safe and well-connected communities.
- **A Wales of vibrant culture and thriving Welsh language:** A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
- **A globally responsible Wales:** A globally responsible Wales. A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being and the capacity to adapt to change (for example climate change).

To demonstrate that the Board's activities are contributing to the national and regional well-being goals the Board will set up a 'Wellbeing Panel'. The Panel, made up of local and /or national experts will assess the draft Well-being Plan against the requirements of the Act. The assessment will then be reviewed by scrutiny.

1.3 How the Board will make a difference

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

The Board has four main tasks:

1. To prepare and publish an assessment of the state of economic, social, environmental and cultural well-being in the City and County of Swansea
2. To prepare and publish a Local well-being Plan for the City and County of Swansea setting out local objectives and the steps it proposes to take to meet them
3. To take all reasonable steps to meet the local objectives it has set
4. To prepare and publish an annual report that sets out the Board's progress in meeting its local objectives

1.4 The Sustainable Development Principle

Sustainable development is the key principle of the Board's activities. This means working to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

Specifically sustainable development means taking into account the following [ways of working](#):

- **The Long term:** Balancing short-term needs with the need to safeguard the ability to meet long-term needs.
- **Prevention:** Acting to prevent problems occurring or getting worse.
- **Integration:** Making sure that each public agency considers the national well being goals and the objectives of other public bodies when setting their own priorities.
- **Collaboration:** Working with anyone that could help an organisation meet its well-being objectives.
- **Involvement:** Involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the local area.

The Board is committed to applying the sustainable development principle to all aspects of its decision making and actively using the principle when setting and delivering its priorities.

1.5 Commitments

Underpinning the work of the Board is a set of commitments that all Board Members and Participants sign up to when they join. These commitments are above and beyond the legal duties that the different organisations have.

Healthy City Status

Swansea is part of the [Healthy Cities network](#) promoting good health and addressing health inequality in our communities

Children and Young People's Rights

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

Age Friendly Cities and Communities

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

Good Practice in Public Engagement

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

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

Participation of Children and Young People

The Board is committed to the principles of the [National Standards for Children and Young People's Participation](#).

Armed Forces Community Covenant

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

Convention on Biological Diversity

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

One Public Sector

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

1.6 Who is on the Board?

The Board has four statutory member organisations that are required by law to take part.

The statutory members are:

- The City and County of Swansea
- Abertawe Bro Morgannwg University Health Board
- Mid and West Wales Fire and Rescue Service
- Natural Resources Wales

A number of other public bodies have been invited to be involved as participants.

- Welsh Government
- The Chief Constable of South Wales Police
- The South Wales Police and Crime Commissioner
- Probation Service Representative
- Swansea Council for Voluntary Service
- DVLA
- Gower College
- Job Centre Plus
- University of Wales Trinity St David Swansea
- Swansea University

- Arts Council of Wales
- Wales Ambulances Services Trust

In addition the following partnership groups will be invited to attend meetings as partners:

- Swansea Business Forum
- Swansea Economic Regeneration Partnership
- Swansea CYP Executive Board
- Swansea Environmental Forum
- Healthy City/ Health Social Care and Well Being Partnership
- Safer Swansea Partnership
- Swansea Partnership Poverty Forum

Every year the Board will review its membership to ensure that the right organisations are involved depending on the priorities that it has set. In reviewing its membership the Board will pay particular attention to the national well-being goals in order to ensure that each is covered adequately by the Boards membership.

1.7 The Partnership Group

All of the organisations involved in the Board meet as a Partnership Group.

The Partnership Group is responsible for:

- Ensuring that everyone who needs to be is involved and engaged in the work of the Board
- Communicating the work of the Board
- Supporting partner organisations to meet the sustainable development principle and ways of working
- Supporting partner organisations to meet the Board's commitments
- Providing leadership for public services in Swansea
- Developing the wellbeing assessment and the wellbeing plan

Meetings of the Partnership Group normally take place every two months and are open to anyone to come along, observe and ask questions.

1.8 The Core Group

The four statutory members along with the Chief Constable of South Wales Police, Swansea Council for Voluntary Service and a representative from Welsh Government meet as the Core Group.

The Core Group is responsible for:

- Planning the work of the Board
- Setting the agendas for meetings
- Leading and managing the workstreams
- Reviewing and developing the Board

Meetings of the Core Group are not open to the public the minutes from these meetings are published on the agendas of Partnership Group Meetings. The Core Group will meet bimonthly, alternating with the Partnership Group meetings.

1.9 Workstreams

The work of the Board will be done through workstreams including:

- The Research workstream responsible for preparing the Wellbeing Assessment. It includes researchers and analysts from the different organisations involved in the Board.
- The Planning workstream responsible for preparing the Wellbeing Plan. It includes policy officers, partnership coordinators and public service professionals from the different organisations involved in the Board.
- Priority Workstreams responsible for making a difference to key issues such as domestic abuse, older people's independence or the city centre

The way each workstream is organised is flexible however each has an agreed terms of reference and a plan for how it will make a difference.

Each workstream has a sponsor who is also on the Public Services Board. The sponsor is accountable for the workstream and ensures that the plan is achieved.

The Sponsor may also be supported by a second sponsor from a different organisation who can act as sponsor in their absence.

Each workstream also has a coordinator who manages the day-to-day work and ensures that tasks are completed.

Workstream participants will generally be from organisations on the Public Services Board but anyone able to contribute can be involved.

1.10 How to find out about the work of the Board

Agenda packs and minutes for the Board are published on the PSB [webpages](#).

1.11 How to attend a meeting or ask a question

Partnership Group meetings of the Board are open to the public to observe.

You can find the dates of Partnership Group meetings on the PSB [webpages](#).

Every Partnership Group meeting of the Board includes an agenda item for public questions.

Questions should be about an issue that is being discussed at that meeting.

You can ask your question on the day of the meeting although you may have priority if you submit your question in advance. This may also help the Board to prepare a fuller answer.

You can email your question to swanseapsb@swansea.gov.uk

1.12 How the Board is held to account

The Board is held to account by the Council's scrutiny councillors.

Formally the responsibility for scrutinising the work of the Board is with Swansea Council's Scrutiny Programme Committee. They have set up a special panel to undertake this role. The Public Services Board Scrutiny Panel includes councillors as well as people responsible for holding other public bodies to account.

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

You can find out about the work of the scrutiny panel and the rest of the scrutiny function on the [Council website](#).

1.13 Contacts

Public Services Board

Web: www.swansea.gov.uk/psb

Email: swanseapsb@swansea.gov.uk

Tel: 01792 637314

2. Guide for Public Service Professionals

This guide gives you the information you need as a public service professional to work with Swansea Public Services Board.

For general information about Swansea Public Services Board please see the [General Guide](#).

Topics covered:

How the Board will affect my work

Getting information

Getting involved

Resources

2.1 How the Board affects my work

The Wellbeing Plan prepared by the Board, and the Wellbeing Assessment that informs it, cover all aspects of social, economic, environmental and cultural life in Swansea.

You will be particularly affected if:

- Your work involves research or evaluation – you should be aware of the Wellbeing Assessment and you may also wish to be involved in its production
- Your work involves policy development or partnership working – you should be aware of the Wellbeing Plan and you may also wish to be involved in its development
- Your work relates directly to one of the Wellbeing Objectives agreed as part of the Wellbeing Plan – you should be aware of the work taking place to deliver the objective and you may also wish to be directly involved in that work
- You work in one of the organisations participating in the work of the PSB

2.2 Getting information

Details of meetings including agenda packs and minutes are published on the [PSB website](#).

2.3 Getting involved

Your organisation may be represented on the Board in which case you can contact the relevant representative to ask how you can be involved.

You can also contact the sponsor or coordinator for the relevant working group if you are interested in the work that they are doing.

2.4 Resources

The activities of the Board will generate a number of resources that you can use for your own work. This will include:

The Well-being Assessment: Will bring together a range of quantitative and qualitative research in an assessment of the following outcomes, agreed by the Board as the starting point for its work:

- Children have a Good Start in Life
- People Learn Successfully
- Young People and Adults Have Good Jobs
- People Have a Decent Standard of Living
- People are Healthy, Safe and Independent
- People Have Good Places to Live and Work and Visit

The Wellbeing Plan: Following the Wellbeing Assessment this will focus on a small number of wellbeing objectives and identify how they can be delivered.

Agendas and Minutes: Reports and presentations relating to different aspects of the Board's work will include information relevant for you as a public service professional. The minutes of meetings will tell you what action is being taken in response to issues raised.

All of these documents, as well as other relevant reports, will be available on the Board's [web pages](#).

3. Guide for Councillors

This guide gives you the information you need as a councillor to work with Swansea Public Services Board and hold it to account.

For general information about Swansea Public Services Board please see the [General Guide](#).

Topics covered:

[The relationship between the Board and the Council](#)

[The role of Welsh Government](#)

[How the Board is held to account](#)

[Getting information](#)

[Getting involved](#)

[Raising an issue](#)

[Resources](#)

3.1 The relationship between the Board and the Council

The Council is a statutory member of the Board and both the Leader and the Chief Executive (or their representatives) are required to participate by law.

The Leader of the Council currently chairs the Board and other Cabinet Members take part as invited participants when, for example, they are chairing affiliated partnerships.

The Council is required to undertake scrutiny of Swansea Public Services Board and to nominate a committee for this purpose. As Swansea only has one scrutiny committee the Scrutiny Programme Committee automatically performs this role. Some of the work of scrutinising the Board has been delegated by the Scrutiny Programme Committee to a Public Services Board Scrutiny Panel. The Committee, however, retains statutory responsibility.

The Council is also required to provide administrative support for the Board although funding this support is the responsibility of all of the members.

3.2 The role of Welsh Government

Welsh Ministers must be invited to participate in the Board and may nominate a representative to attend on their behalf.

Welsh Ministers are not required to approve either the Wellbeing Assessment or the Wellbeing Plan. They can, however, direct the Board to review its local well-being plan or refer a plan to the relevant local authority scrutiny committee if it is not considered sufficient. This may be, for example, due to an adverse report by the Future Generations Commissioner for Wales or a Ministerial concern that statutory duties are not being met.

3.3 How the Board is held to account

The Board is held to account primarily through scrutiny.

Scrutiny councillors have the power to:

- review or scrutinise the decisions made or actions taken by the public services board;
- review or scrutinise the board's governance arrangements;
- make reports or recommendations to the board regarding its functions or governance arrangements;
- consider matters relating to the board as the Welsh Ministers may refer to it and report to the Welsh Ministers accordingly; and
- carry out other functions in relation to the board that are imposed on it by the Act.

The Board is also accountable to Welsh Government Ministers and the Future Generations Commissioner either of whom can refer the Wellbeing plan or the Wellbeing Assessment to scrutiny if they feel it is not adequate.

The Wales Audit Office will assess whether organisations are contributing to the Board as part of their normal work but cannot undertake an assessment of the Board itself.

3.4 Getting information

Details of meetings including agenda packs and minutes are published on the [PSB website](#).

3.5 Getting involved

The Board is keen to involve people who can contribute to its work.

You can contact any of the Cabinet Members who sit on the Board.

You can contact the Chair of the Scrutiny Programme Committee or relevant scrutiny officer if you want to find out the work that scrutiny is doing in respect of the Board.

You can also contact the sponsor or coordinator for the relevant working group if you are interested in the work that they are doing.

3.6 Raising an issue

As a councillor you can raise an issue or concern in three ways:

- a) Through the Cabinet Members who are directly involved in the Board including the Leader
- b) Through the scrutiny panel
- c) By attending a meeting and asking a question

3.7 Resources

The activities of the Board will generate a number of resources that you can use in your role as a councillor. This will include:

The Well-being Assessment: Will bring together a range of quantitative and qualitative research in an assessment of the following outcomes, agreed by the Board as the starting point for its work:

- Children have a Good Start in Life
- People Learn Successfully
- Young People and Adults Have Good Jobs
- People Have a Decent Standard of Living
- People are Healthy, Safe and Independent
- People Have Good Places to Live and Work and Visit

The Wellbeing Plan: Following the Wellbeing Assessment this will focus on a small number of wellbeing objectives and identify how they can be delivered.

Agendas and Minutes: Reports and presentations relating to different aspects of the Board's work will include information relevant for you as a councillor. The minutes of meetings will tell you what action is being taken in response to issues raised.

All of these documents, as well as other relevant reports, will be available on the Board's [web pages](#).

4. Guide for Statutory Members, Invited Participants and Partners

This guide gives you the information you need to be a member, invitee or partner of Swansea Public Services Board. It gives you advice on how to work effectively and tells you what you need to do in order to comply with the Welsh Government's statutory guidance.

For general information about Swansea Public Services Board please see the General Guide.

In this section you can find out about:

The legal framework

The difference between statutory members, invited participants and other partners

The collective responsibilities of the Board

Your responsibilities as a statutory member or invited participant

Support for the Board

Meetings and decision making

Scrutiny and Accountability

Merging and collaboration

Review and Amendment

4.1 The legal framework

Swansea Public Services Board (the Board) is a statutory board established by the Well-being of Future Generations (Wales) Act 2015.

Information about the Act can be found on the [Wales We Want website](#).

The Statutory Guidance for Public Services Boards can be found on the [Welsh Government website](#).

4.2 The difference between statutory members, invited participants and other partners

The four Statutory Members are the formal decision makers who are responsible for the functioning and activities of the Board. They are required to participate under the terms set by the statutory guidance.

The four statutory members of the Board are:

- **The City and County of Swansea** (Leader and Chief Executive)
- **Abertawe Bro Morgannwg University Health Board** (Either the Chairman, Chief Executive or both)
- **Mid and West Wales Fire and Rescue Service** (Either the Chairman, Chief Officer or both)
- **Natural Resources Wales** (Chief Executive)

Invited participants must be invited to participate in the Board by law although they are not required to accept the invitation. Once they accept the invitation, however, they will participate in the same way as a statutory member except they will not be involved in formal decision making. They are entitled to make representations to the board about the assessments of local well-being and local well-being plan, take part in Board meetings and provide other advice and assistance.

The participants who must be invited are:

- The Welsh Ministers
- The Chief Constable of South Wales Police
- The South Wales Police and Crime Commissioner
- Probation Service Representative
- Swansea Council for Voluntary Service

Invited participants will be asked to join the Board in writing by the chair setting out the reasons for the invitation and the expectations upon the invitee.

Other Partners are those organisations in the area who exercise functions of a public nature and who:

- have a material interest in the well-being of the area
- deliver important public services
- are involved in the in the preparation, implementation and delivery of the work of the board

These partners will include, but are not limited to:

- Community and Town Councils
- Public Health Wales
- Wales Ambulance Services NHS Trust
- Community Health Councils
- National Park Authorities
- HEFCW
- Further or Higher Education institutions
- Arts Council of Wales
- Sports Council for Wales
- National Library of Wales
- National Museum of Wales

Other Partners must be engaged in the work of the Board and may also be invited to be participants.

Having joined the Board, other partners will participate in meetings in the same way as other invited participants.

The current list of invited participants can be found in the [general guide](#).

Other bodies, such as private companies, can be asked to make representations to the Board but organisations that do not exercise functions of a public nature cannot be invited to be involved as a participant.

4.3 The collective responsibilities of the Board

To comply with the Act and guidance the Board must ensure that it:

- a) Prepares and publishes an assessment of the state of economic, social, environmental and cultural well-being in its area no later than a year before it publishes its local well-being plan
- b) Prepares and publishes a local well-being plan setting out its local objectives and the steps it proposes to take to meet them no later than 12 months following the local government ordinary election in 2017 and no later than 12 months after each subsequent ordinary election.
- c) Prepares and publishes an annual report no later than 14 months after the publication of its first local well-being plan in order to enable the board to report on the full year's activity. This report will set out the steps taken since the publication of the Board's most recent local well-being plan to meet the objectives set out in the plan.
- d) Prepares and publishes an annual report no later than one year after the publication of each previous annual report except for the years following local government elections when a new local well-being plan is being prepared and published).
- e) Sends a copy of the well-being assessment, the well-being plan and each annual report to the Welsh Ministers, the Commissioner, the Auditor General for Wales and the council's overview and scrutiny committee.
- f) Engages in a purposeful relationship with the people and communities in the area, including children and young people, Welsh-speakers and those with protected characteristics, in all aspects of its work.
- g) Ensures that its processes operate with propriety and impartiality
- h) Is alive to the risks of any perception arising that a particular group is being afforded excessive access to, or influence over a board's deliberations.
- i) Takes additional steps outside of meetings to ensure that the public voice is heard and helps to shape both the well-being assessment and well-being plan.
- j) Provides opportunities for people to raise and debate ideas through online and offline engagement arrangements.

4.4 Your responsibilities as a statutory member or invited participant

As a statutory member or invited participant, to comply with the Act and guidance you must:

- a) Ensure that any designated representatives attending meetings of the Board should have the authority to make decisions on behalf of their organisation
- b) Provide information that the Board requests about any action they take that may contribute to achieving the well-being goals. However you are not required to provide information if;
 - they consider it would be incompatible with their duties
 - it had an adverse effect on the exercise of their functions

- they were prohibited from providing it by law
- c) Provide the board with written reasons for your decision if you decide not to provide information that the board has requested
- d) Provide any evidence requested by the Council's designated scrutiny committee but only in respect of the exercise of joint functions conferred on you as a member of the Board

Committed and consistent attendance by the right people has been identified as a key success factor by partners. As a statutory member or invited participant you should do all that you can to fulfil this ideal.

As a statutory member or invited participant you should demonstrate leadership by:

- a) Ensuring that you understand the sustainable development principle and by adopting the five sustainable development behaviours into your day to day work. You can find the behaviours here.
- b) Ensuring that you are aware of the commitments that underpin the work of the Board and are able to take positive steps to promote them within your organisation
- c) Reflecting on and adopting the public service leadership behaviours developed by Academi Wales
- d) Contributing to shared planning and resourcing to deliver the wellbeing objectives and other priorities agreed by the Board

4.5 Support for the Board

The City and County of Swansea is required to provide administrative support for the Board is provided by the City and County of Swansea. This includes:

- Ensuring the public services board is established and meets regularly
- Working with the other Core members to prepare the agenda and commissioning papers for meetings in equal partnership with the Core members
- Inviting participants and managing attendance
- Work on the annual report
- Preparation of evidence for scrutiny

However it is for the board as a whole to determine how it will resource the functions it has to undertake, which are a responsibility of all the statutory members equally. Statutory Members will also be invited (but not required) to contribute towards the financial costs of administrative support.

Beyond administrative support it is for the Board to determine appropriate and proportionate resourcing of the board's collective functions.

All members and invited participants will be expected to provide advice, assistance, and resources to the board for example in the form of analytical or professional expertise. While members and invited participants cannot be required to provide financial assistance the Board will, from time to time, ask for voluntary financial contributions to fund work on the Board's priorities. Participants may also provide

advice, assistance, and other 'in kind' resources to the board for instance in the form of analytical or professional expertise.

4.6 Meetings and decision making

Board decisions, for example the agreement of the assessment of local well-being and the local well-being plan, are only valid when made jointly and unanimously by all statutory members and with all statutory members in attendance.

In the event of a disagreement between statutory members it is the responsibility of the chair to mediate an agreement and to ensure that this is presented to the next available meeting of the Board or to a special meeting if required.

The quorum of a public services board meeting is all of its four statutory members.

The Board will hold a "mandatory meeting" chaired by the City and County of Swansea, no later than 60 days after each subsequent ordinary election of councillors.

The statutory members will appoint a chair and vice chair at the mandatory meeting from the statutory members of the invited participants.

Membership, including the chair and vice chair will be reviewed annually following the mandatory meeting.

At this meeting the Board will:

- Determine when and how often it meets.
- Review and agree its terms of reference

Ordinary meetings of the Board will take place, as a minimum, every two calendar months at a time and venue to be agreed by the members.

Each meeting will consider, but not be limited to, the following agenda items:

- Welcome and apologies
- Declarations of interest
- Public questions
- Minutes of the last meeting
- Progress on well-being objectives
- Forward workplan

Meetings of the Board are open to members of the public to observe and to ask questions about any substantive agenda item.

4.7 Scrutiny and Accountability

The role of scrutiny is to provide challenge and support in order to secure continuous improvement for the Board.

In order to assure democratic accountability there is a requirement for a designated local government scrutiny committee of the relevant local authority to scrutinise the work of the public services board.

Scrutiny of the Board is the responsibility of the Council's Scrutiny Programme Committee. A multi-agency panel is the agreed method for undertaking scrutiny that includes, alongside councillors, the following non executive members from Core Group Member organisations as co-opted members:

- Abertawe Bro Morgannwg University Health Board - Non-executive Board Member
- Member of the South Wales Police and Crime Panel
- Member of the Performance, Audit and Scrutiny Committee, Mid and West Wales Fire Authority
- Swansea Council of Voluntary Services - Non-executive management Committee Member

Scrutiny councillors have the power to:

- review or scrutinise the decisions made or actions taken by the public services board;
- review or scrutinise the board's governance arrangements;
- make reports or recommendations to the board regarding its functions or governance arrangements;
- consider matters relating to the board as the Welsh Ministers may refer to it and report to the Welsh Ministers accordingly; and
- carry out other functions in relation to the board that are imposed on it by the Act.

Welsh Ministers have a power to refer the Well-being Plan to the local scrutiny committee if it is not considered sufficient; for example, due to an adverse report by the Future Generations Commissioner for Wales or a concern statutory duties are not being met.

The scrutiny committee or panel can require any member of the board to give evidence, but only in respect of the exercise of joint functions conferred on them as a member of the Board.

Scrutiny must send a copy of any report or recommendation it makes to the Welsh Ministers, the Commissioner and the Auditor General for Wales.

4.8 Merging and collaboration

The legislation allows for two or more public services boards to merge or collaborate if it would assist them in contributing to the achievement of the well-being goals. But only if:

- the same Local Health Board is a member of each board seeking or being directed to merge, and
- no other Local Health Board is a member of any of those boards.

A board collaborates if it—

- co-operates with another board,
- facilitates the activities of another board,
- co-ordinates its activities with another board,
- exercises another board's functions on its behalf, or
- provides staff, goods, services or accommodation to another board.

The Board will actively seek opportunities to address issues, such as those raised by the wellbeing assessment, at a regional level in collaboration with other Public Services Boards, either formally within the context of relevant legislation or informally as appropriate.

4.9 Review and Amendment

While the Board must review these terms of reference at the mandatory meeting, the Board may review, and agree to amend it at any time as long as all statutory members agree.