

# Public Document Pack



Annwyl Syr / Fadam,

Atodir agenda a dogfennau eraill isod ar gyfer cyfarfod o'r **Cyd-bwyllgor Trosolwg a Chraffu Bwrdd Gwasanaethau Cyhoeddus Conwy a Sir Ddinbych**.

Yr eiddoch yn gywir,

Gary Williams  
**Pennaeth Gwasanaethau Cyfreithiol a Democrataidd**

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Dear Sir / Madam,

An agenda and other documents for a meeting of the **Conwy and Denbighshire Public Services Board Joint Overview and Scrutiny Committee** are attached below.

Yours faithfully,

Gary Williams  
**Head of Legal, HR and Democratic Services**

## **AGENDA**

- 1 PECYN AGENDA/AGENDA PACK (Tudalennau/Pages 3 - 88)**

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Please ask for:

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Our Ref:

**DEJ/DCH**

Your Ref:

Date:

**17/12/2020**

## **NOTICE OF MEETING**

**Conwy and Denbighshire  
Public Services Board Joint Overview and Scrutiny Committee**

**Virtual Meeting**

**Friday, 8 January 2021**

**10.00 am**

Delyth E Jones  
Head of Law and Governance

### **To:-**

#### **Councillors:**

Jeanette Chamberlain-Jones  
Geoff Corry  
Brian Cossey (Chair)  
Rachel Flynn  
Chris Hughes  
Hugh Irving  
Ifor Lloyd  
Melvyn Mile

Arwel Roberts  
Liz Roberts  
Harry Saville  
Peter Scott  
Nigel Smith  
Graham Timms (Vice-Chair)  
Joan Vaughan  
David Gwyn Williams

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# AGENDA

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Note - In accordance with the provisions of the Local Government Act 1972, the Public and Press may be excluded from the meeting during consideration of items where exempt information is likely to be disclosed.

Reminder – You are welcome to use the Welsh language at this meeting. Simultaneous translation is available.

1. **Apologies for absence**

2. **Declarations of Interest: Code of Local Government Conduct**

Members are reminded that they must declare the **existence** and **nature** of their declared personal interests.

3. **Urgent matters**

Notice of items which, in the opinion of the Chairman, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972.

4. **Minutes**

To approve and sign as a correct record minutes of the previous meeting.  
(Pages 3 - 10)

5. **To receive an update from the North Wales Fire and Rescue Service on the contribution of partners and benefits to partners of the Public Services Board (Helen MacArthur, Assistant Chief Officer)**

6. **To receive a presentation on the Public Services Board's key statutory deadlines for 2021/22** (Pages 11 - 15)

7. **To receive the following documents:**

- i) Conwy and Denbighshire Public Services Board - Annual Report 2019/20 (Pages 16 - 32)
- ii) Wales Audit Office - Review of Public Services Board and Action Plan (Pages 33 - 83)

8. **Forward Work Programme** (Pages 84 - 85)

***Note: The Local Government Act 1972 does not allow an item of business to be considered at a meeting of a principal Council unless requisite advance notice has been given. Therefore, unless the item is considered to be urgent, consideration of any other business is not allowed***

## AGENDA ITEM 4

### CONWY AND DENBIGHSHIRE PUBLIC SERVICES BOARD JOINT OVERVIEW AND SCRUTINY COMMITTEE

Minutes of a meeting of the Conwy and Denbighshire Joint Overview and Scrutiny Committee Meeting for the Conwy and Denbighshire Public Services Board (PSB) held in The Council Chamber, Bodlondeb, Conwy, LL32 8DU on Tuesday, 21 May 2019 at 2.00 pm.

#### PRESENT

Present: Councillors Jeanette Chamberlain-Jones, Brian Cossey, Goronwy Edwards, Chris Hughes, Hugh Irving, Charlie McCoubrey, Melvyn Mile, Greg Robbins, Arwel Roberts, Harry Saville, Nigel Smith, Graham Timms, and Aaron Wynne.

#### ALSO PRESENT

Iwan Davies (Chief Executive of Conwy County Borough Council (CCBC) and Vice Chair of the Public Services Board PSB)), Sian Williams (Head of North Wales Operations for Natural Resources and PSB Chair), Nicola Kneale (Strategic Planning Team Manager Denbighshire County Council (DCC)), Natasha Hughes (Strategic Planning and Performance Officer DCC), Fran Lewis (Corporate Performance and Improvement Manager CCBC), Hannah Edwards (Public Services Board Development Officer CCBC), Steve Price (Democratic Services Manager DCC), Dawn Hughes (Scrutiny and Committee Services Officer CCBC), Rhian Evans (Scrutiny Coordinator DCC), Holly Ballard (Committee Administrator DCC).

#### PART I

Denbighshire County Council's Democratic Services Manager welcomed everyone to the inaugural meeting of the new Conwy and Denbighshire Joint Overview and Scrutiny Committee (JOSC) for the Conwy and Denbighshire Public Services Board. During his introduction he gave members an overview of the process followed to establish the JOSC and its terms of reference. He explained that its establishment fulfilled a statutory duty under the Well-being of Future Generations (Wales) Act 2015 for the purpose of holding the PSB to account locally. The Committee would also be a statutory consultee for all PSB plans.

#### APOLOGIES

Apologies for absence were received from Councillor Rachel Flynn, Councillor Peter Scott and Councillor David Gwyn Williams

## 1 APOLOGIES

Apologies were received from Councillors Rachel Flynn, Peter Scott and David Williams.

## 2 DECLARATIONS OF INTERESTS

No personal or prejudicial interests were declared.

Prior to seeking nominations for the role of Committee Chair and Vice-Chair for the 2019/20 and 2020/21 municipal year, in line with the Committee's terms of reference, DCC's Head of Democratic Services sought the Committee's views on how they wished to elect both office holders, by a show of hands or by a secret ballot. It was:

**Resolved:** - that both office holders be elected through an open show of hands ballot.

## 3 APPOINTMENT OF CHAIR

Nominations were sought for appointment to serve as the Chair of the JOSC. Councillor Brian Cossey was nominated and seconded. No other nomination was received. Therefore it was:

**Resolved:** - that Councillor Brian Cossey be elected Chair of the Conwy and Denbighshire Joint Overview and Scrutiny Committee for the Public Services Board for the 2019/20 and 2020/21 municipal years

Councillor Cossey thanked everyone for their support and trust in him.

## 4 APPOINTMENT OF VICE-CHAIR

Nominations were sought for appointment to serve as Vice-Chair of the JOSC. Members were advised that in accordance with the Committee's terms of reference the Vice-Chair should be appointed from amongst Committee members representing the local authority who did not hold the Chair of the Committee. Councillor Graham Timms was nominated and seconded. No other nominations were received and it was:

**Resolved:** - that Councillor Graham Timms be elected as Vice-Chair of the Conwy and Denbighshire Joint Overview and Scrutiny Committee for the Public Services Board for the 2019/20 and 2020/21 municipal years

## 5 URGENT MATTERS AS AGREED BY THE CHAIR

No notifications of urgent matters had been received.

## 6 CONWY AND DENBIGHSHIRE PUBLIC SERVICES BOARD ANNUAL REPORT 2018-19

Iwan Davies, Public Services Board Vice Chair (PSBVC) advised members that as of June 2019, Sian Williams, Head of North Wales Operations for Natural Resources (HNWONRW) would be the Chair of the PSB and Judith Greenhalgh, Chief Executive of Denbighshire County Council would be the PSB Vice Chair.

The PSBVC introduced the report and presentation (previously circulated) to presenting members with the PSB's Annual Report for 2018-19. He explained that every local authority area had a legal obligation to establish a PSB. As Conwy and Denbighshire had previously established a joint Local Service Board (LSB), the PSB's predecessor, it was agreed to continue this partnership by establishing a joint PSB. The membership of the PSB included both Councils, Police, Police and Crime Commissioner, Fire and Rescue Service, Betsi Cadwaladr University Health Board (BCUHB), Natural Resources Wales (NRW), Welsh Government (WG), North Wales Probation Service, Public Health Wales (PHW), the Wales Community Rehabilitation Company and the Voluntary Services Councils in both counties (CVSC & DVSC) etc. Other public type organisations could be invited to participate with the PSB's work if it was deemed appropriate. The PSB's role was to improve the economic, social, environmental and cultural well-being of both county areas by working to achieve the seven well-being goals outlined in the Well-being of Future Generations (Wales) Act 2015 (WBFG (Wales) Act 2015).

Members were advised of the process followed to draw up the PSB's Well-being Plan. As part of this process the Public was approached in the summer of 2016 using the County Conversations approach. The purpose of this was to gain an understanding of what worked well in the different areas and what required to be focused on for the benefit of future generations. Between the summer of 2016 and April 2017, the Wellbeing Assessment was compiled.

The PSB decided that it should not duplicate the work that other organisation had done or would be doing, therefore the PSB identified 6 themes that could be reviewed. These being;

1. The First 1,000 days of life
2. Promoting community hubs
3. Promoting mental well-being for all ages
4. Promoting resilience in older people
5. Promoting environmental resilience
6. Raising resilient and aspirational young people

Via the County Conversations process the PSB consulted with the public on these themes and based on the feedback received decided to rationalise the number of priority themes from 6 to 3. That was done by assessing the impact, long term implications and exploring whether work had already taken places elsewhere in relation to them. Following this process the Wellbeing Plan itself was approved by each of the statutory partners prior to being approved by the PSB in April 2018. This final Plan identified a total of three themes that the PSB should collectively address, these being:

1. People – Supporting Good Mental Well-being for all ages
2. Community – Supporting Community Empowerment
3. Place – Supporting Environmental Resilience

The PSB also committed to 4 additional principles which support the 3 priority themes:

- a. To tackle inequalities and treat everyone equally
- b. To support and promote the Welsh Language
- c. To support people so they can access healthy, safe appropriate accommodation
- d. To avoid duplicating work.

The Head of North Wales Operations for NRW explained that at the beginning the PSB wanted to approach the project from a different angle, instead of having specialist in their relevant areas leading on delivering the priorities they would adopt a different approach by appointing specialists from other subject areas to lead on priorities outside of their specialist areas i.e. NRW to lead on mental health. The aim of this was to allow different perspectives on the themes, in the hope that new questions could be asked to gain a different and better outcome. Practice found that this approach had not been as effective as originally anticipated. Therefore from now on the specialist organisation would lead on the relevant themes to continue research.

The first priority, Supporting Good Mental Well-being for all ages proved to be a bigger theme than anticipated. The incoming PSB Chair advised the Committee that a PSB Sub Group was created to gain an understanding of what work is already being done in the area via Local Boards and Partnerships.

As per the enclosed report, Page 31. The first 2 stages of the Supporting Good Mental Well-being theme had been completed with the third stage in progress. Members were made aware that during the previous PSB meeting it was agreed to hand over the work stream to Betsi Cadwaladr University Health Board (BCUHB). There would now be a need to identify short, medium and long-term goals in relation to the themes delivery.

The PSB's Vice-Chair suggested to the Committee that it, as part of its future work programme, may want to assess the progress achieved to date in relation to this particular theme.

Denbighshire's Strategic Planning Team Manager (SPTM) presented the second priority; Community – Supporting Community Empowerment to the group.

She explained that the outcome had been formed by taking information from Public Workshops. The 3 areas identified were;

- Dementia Friendly Communities
- Social Prescribing
- Support for Homeless and Unstable Tenancies



Members were advised that although Denbighshire took the lead on the theme Community Empowerment, they had plenty of support from departments in both Denbighshire and Conwy. During the workshops one partner of the PSB, Denbighshire Voluntary Services Council's (DVSC) advised that they had received Welsh Government funding to deliver a Dementia Aware Community Led Programme, the PSB would support the programme and receive updates throughout year 2 of the plan.

Originally the goal for Social Prescribing was to look at the provisions and formalise the offers to the public. SPTM said that during recent months the agenda had changed and the current focus for Social Prescribing was Weight Management. The intention would be to create a local plan for both Denbighshire and Conwy to help people manage their weight. The PSB was now seeking to develop a programme around weight management.

Members were made aware that the third area, Support for Homeless and Unstable Tenancies did not receive the same attention as the previous two areas this was due to capacity within the team. However the SPTM explained that they were aware of support that was currently available and would focus more on this area in the next financial year.

Conwy's Corporate Performance and Improvement Manager (CPIM), presented the third priority, Supporting Environmental Resilience. She explained that one area they felt there was a gap in terms of partnership working was the urgency regarding climate change.

The PSB felt that more work was required in relation to empowering communities to address the climate change problem and how the public sector could assist them. There was also a need to view the topic from a strategic level, through procurement processes, planning applications and waste services.

CPIM explained that 2 sub-groups had been established to focus on separate themes. The first group would consist of environmental experts developing a policy statement that outlined what frameworks all would work towards, including areas of good practice and steps to take. The second group would bring together environmental experts to develop community green pledges. The outcome being encouraging communities to assist. Research had found that some communities had already developed successful initiatives. Some community pledges had been drafted, these could be used as guides to suggest ways of being greener.

CPIM advised members that town and community councils would be consulted during the summer of 2019.

Another subject the PSB would be addressing would be environmental risks. Although this was in its infancy. Members were advised that discussions were underway. It was also noted that there was an intention to work regionally, to ensure all councils could share ideas and implement them across North Wales.

PSBVC praised the PSB on the progress made, noting that certain aspects of the Board's research would need more time and attention. He also highlighted a

positive result of the PSB, that being the positive working relationships with other organisations, which was reaping dividends in various aspects of public sector work in the area.

The SPTM for DDC added that there had been new changes in terms of housing legislation which had put pressure on Local Authorities. In terms of Denbighshire, they wanted to ensure the current process was correct before working with partner organisations, she confirmed this was why there had been a delay in relation to progressing the Housing element of the Community Empowerment theme.

Members recognised that there would be many things that could be shared between the both counties. A particular concern was the need to consider the effects and benefits for both counties of developments along the county border areas. The PSBVC advised members that work had been done with the Local Development Plan (LDP), to ensure both LDPs were aware of each other's County border concerns.

Members agreed that Conwy and Denbighshire should be working together on a number of issue. Flooding was a major concern for both Counties and more work could be done collaboratively. Bodelwyddan having been identified in the North Wales Growth Bid as a development area had the potential to cause issues for both Denbighshire and Conwy. The PSB had recommended boards work regionally on the flood risk situation. NRW had already established groups to work together on flooding and associated matters – Gwynedd and Anglesey would be collaborating on flooding and climate change, whilst Denbighshire and Conwy would be working on the impact of these on communities across the region. The findings of this work would be brought together and shared regionally.

Members enquired what added benefits the PSB would bring to the people, also how the PSB could influence other services/organisations to assist. Explaining that the PSB would need to challenge the Welsh Government to provide resources to ensure that the priorities the PSB has identified can be addressed. PSBVC explained that the priority areas were developed jointly, but acknowledged that ensuring other services/organisations deliver their commitment can be challenging as their governance arrangements were different to those of local authorities. Challenging senior officials of partner organisations on their commitment to delivering the PSB's priorities and plans was the Committee's role. Denbighshire's Scrutiny Co-ordinator advised the Committee that it had powers to report to WG Ministers, the Auditor General for Wales and the Future Generations Commissioner on its opinion of the PSB's work in delivering its priorities and its governance.

HNWONRW reminded members that the PSB was conscious of ensuring that it did not replicate ideas or changes that other services/organisation had already implemented. The PSB would look at work that had not been achieved in the past and assess whether a joint partnership approach would be able to deliver it.

Members highlighted the fact that the plans for Wylfa Nuclear Power Station would not go ahead, therefore the PSB should look at how it can support the green energy agenda. Denbighshire and its neighbouring counties had potential for hydropower schemes therefore that could be something the PSB could be involved with and

encourage. HNWONRW noted the comments made and advised that there may be potential in exploring community green energy schemes. She undertook to raise the above matters with the North Wales Energy Group

Members commented on how they felt the PSB could pull together and make things happen. They highlighted that there were plenty of subjects where there were issues that would benefit from being addressed jointly. Officers advised that whilst the PSB did not have its own dedicated budget its benefit was around building relationships and increasing levels of trust to enable projects to be delivered and in doing so maximising the impact and benefits of those projects for all..

HNWONRW gave members an overview of an ongoing project with the National Trust. The project started 3-4 years ago and it concentrated on the landscapes at the top of Conwy Valley, on the Migneint moorland. Conwy County Borough Council were involved from a health referral perspective. She commented on the benefits gained from working relationships through the PSB to deliver this project and deliver health, well-being and environmental benefits.

Committee members endorsed the three chosen themes to be prioritised by the PSB.

PSBVC praised the progress the PSB had made to date but also highlighted the need for further work on particular subjects.

CPIM advised members that they were in regular contact with the Future Generations Commissioner's office in relation to the plan and its delivery. The Wales Audit Office's (WAO) project brief had been released in relation to the audit work on the Plan that would commence during late summer/early autumn 2019.

Members praised the statistics on animals and the environment as it is an area that needs more attention. They also queried the statistics from the County Conversation as the ages and subject had a massive difference between each county.

The SPTM explained that Denbighshire had visited school councils to gain the younger persons view, they had also gained a lot of information from focus groups. Therefore depending on where Conwy gained their information, there may be a difference in age and subject matters.

**Resolved:** - that the Committee;

- (i) receives Conwy and Denbighshire Public Services Board (PSB) Annual Report for 2018/19, endorsing the three priority schemes approved by Board and the plans in place to deliver them; and
- (ii) supports the progress made to date with their delivery and the proposed measures to progress the delivery of the PSB's Well-being Plan during 2019/20

## 7 SCRUTINY WORK PROGRAMME

Conwy's Scrutiny and Committee Services Officer introduced the Committee's draft forward work programme for the 2019/20 (previously circulated). Members were advised that the Committee's terms of reference stipulated that it should meet at least twice in each municipal year. However the Committee felt it would be beneficial if the Committee met on a quarterly basis, as soon as possible following meetings of the PSB. Members were advised that the PSB's next meeting was scheduled for 5 July 2019. They agreed that the following items be included on the Committee's forward work programme for the forthcoming year.

1. Progress update on the Public Services Board priorities (Agreed for next meeting)
2. The Positive Impact of the PSB on Conwy and Denbighshire to date (Agreed for next meeting)
3. Contribution of PSB Partners to work of the PSB – Agreed for later meeting
4. PSB's Communication Plan/Engagement Strategy – Agreed for later meeting
5. Risk Register – Agreed for later meeting

Members also agreed to add the Wales Audit Office Report to the forward work programme for late 2019/early 2020. It was:

**Resolved:** - subject to the above amendments to approve the Committee forward work programme for 2019/20

**Meeting concluded at 3.30pm**



Dyddiadau Statudol Allweddol i'w  
Nodi  
Key Statutory Dates To Note

2021	Tasg
Ionawr	Dyddiad cau ymgynghoriad CJC – 4 Ionawr Mesur y Llywodraeth Leol yn derbyn cydsyniad brenhinol <b>Dechrau gwaith ar yr asesiad o anghenion at ddibenion cynllunio strategol</b>
Chwefror	Cyflwyno rheoliadau CJC i'r Senedd Dyddiad cau ymgynghoriad Perfformiad a Llywodraethu – 3 Chwefror
Mawrth	Y Ddyletswydd Economaidd Gymdeithasol yn dod i rym – 31 Mawrth
Ebrill	Gofynion Perfformiad a Llywodraethu yn dod i rym
Mai	<b>Cwblhau'r Asesiad o Anghenion</b>
Mehefin	
Gorffennaf	<b>Gwaith ymgysylltu – beth yw ein blaenoriaethau?</b>
Awst	
Medi	Cynnal cyfarfod cyntaf CJC <b>Dechrau drafftio'r cynllun strategol a'r Asesiad o'r Effaith ar Gydraddoldeb (yn cynnwys y ddyletswydd economaidd gymdeithasol)</b>
Hydref	Cyflwyno'r adroddiad blynyddol diwethaf (dan fesur y Llywodraeth Leol)
Tachwedd	
Rhagfyr	<b>Cwblhau'r cynllun corfforaethol yn barod ar gyfer trafodaeth gyda democratiaeth yn 2022</b>
<b>2022</b>	Diwygiadau etholiadol – pŵer cymhwysedd cyffredinol, dyletswyddau cyfranogiad y cyhoedd, asesiadau perfformiad panel, gweddarlledu cyfarfodydd a dyletswyddau newydd i gynghorwyr <b>Cyhoeddi'r Cynllun Corfforaethol drafft er mwyn ymgynghori yn ei gylch ym mis Mawrth 2022 a'i gymeradwyo ym mis Hydref 2022</b>

2021	Task
January	CJC consultation deadline 4 <sup>th</sup> January LG Bill receives royal assent Commence work on needs assessment for strategic planning
February	CJC regulations presented to the Senedd Performance & Governance consultation deadline 3 <sup>rd</sup> February
March	Socio Economic Duty comes into force March 31st
April	Performance & Governance requirements come into force
May	Needs Assessment Completed
June	
July	Engagement work – what should be our priorities?
August	
September	CJCs must have their 1 <sup>st</sup> meeting Commence drafting of strategic plan & EQIA ( including Socio economic duty)
October	Last Annual Report ( under LG measure to be completed)
November	
December	Draft Corporate plan completed in readiness for discussion with democracy in 2022
2022	Electoral reforms brought in - power of general competence, public participation duties, panel performance assessments broadcasting of meetings and new councillor duties Draft Corporate Plan published for consultation March 2022 and final approval Oct 2022

# Aseiad Lles / Well-being Assessment

Mae'n rhaid cyhoeddi'r aseiad Lles o leiaf blwyddyn cyn cyhoeddi'r cynllun Lles.

The well-being assessment must be published no later than a year before it publishes its well-being plan.

Mae'r Ddeddf yn nodi y dylid cyhoeddi'r cynllun o fewn blwyddyn i etholiad cyffredinol (Mai 2022), felly mae hyn yn golygu y dylid cyhoeddi cynllun Lles newydd y BGC erbyn mis Mai 2023.

The Act provides that the well-being plan must be published no later than one year after an ordinary election (May 2022), this therefore means that the new PSB well-being plan must be published by May 2023



# Meysydd i'w hystyried ar gyfer cynllunio strategol / Areas to consider for strategic planning

- Gwybodaeth Asesiad o Anghenion
- Ymgysylltu â'r Gymuned
- Cymru'r Dyfodol: Y Cynllun Cenedlaethol 2040
- Cynllun Adfer LIC – Arwain Cymru allan o'r pandemig coronafeirws: fframwaith ar gyfer adferiad
- Adroddiad Comisiynydd Cenedlaethau'r Dyfodol (800 tudalen) a Maniffesto y Dyfodol
- Maniffesto CLILC - Senedd 21 – 26 - Maniffesto ar gyfer Lleoliaeth
- Needs Assessment information
- Community Engagement
- WG Future Wales The National Plan 2040
- WG recovery plan - Leading Wales out of the coronavirus pandemic: a framework for recovery
- WBFG Commissioner Report ( 800 pages) & Manifesto for the Future
- WLGA manifesto - Senedd 21 – 26 - A manifesto for Localism



# Conwy and Denbighshire Public Services Board: Annual Report 2019/20

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A year in review

AGENDA ITEM 7a

# 1. Introduction



Welcome to Conwy and Denbighshire's Public Services Board second Annual Report.

The aim of this report is to give a brief overview of what we have achieved in the second year of our 5 year well-being plan. An annual report is essential to make sure that as a Board, we are accountable to the public and can self-reflect on where we are making a difference, in line with the 5 ways of working and outline our future direction.



## Long term

This is about looking to the future and considering how our actions now can impact on things.



## Integration

This is about working in an integrated way and also considering how our well-being objectives may impact on our partners.



## Collaboration

This is about working together with others, such as people, communities, voluntary & private sector and other public sector organisations



## Involvement

This is about involving people and ensuring people have the opportunity to get involved and have their say.



## Prevention

This is about stopping problems happening in the first place and preventing them from getting worse.

If you want to learn more about what we did in the first year of our plan, you can download it [here](#).

## 2. What's a PSB?



The [Well-being of Future Generations \(Wales\) Act 2015](#) required every county to set up a [Public Services Board](#) (PSB) so that all public bodies in the area could work together to improve well-being. Conwy and Denbighshire services already work together to support people across our region. So we took this opportunity to establish one single PSB for the region in April 2016.

This means both local councils, Police, Fire Service, NHS, Natural Resource Wales, voluntary sector, Welsh Government and probation services all come together to discuss ways to improve well-being in the area and how we can use our resources better to meet needs now and in the future.

Well-being is about being healthy and happy in all areas of your life. Not just good physical and mental well-being but also having positive relationships, strong communities and a healthy environment. We help services work together to improve:

- cultural well-being
- economic well-being
- environmental well-being
- social well-being

In 2018 we published our well-being plan for the region. It focuses on the challenges communities' face which we feel we can really improve by working together. It focuses on 3 priority areas:

1. People – Supporting Good Mental Well-being for all ages
2. Community – Supporting Community Empowerment
3. Place – Supporting Environmental Resilience

We also committed to 4 additional principles which support the priorities:

- a. To tackle inequalities and treat everyone equally
- b. To support and promote the Welsh Language
- c. To support people so they can access healthy, safe appropriate accommodation
- d. To avoid duplicating work



# 3. Where we're at now



## a. People – Supporting Good Mental Well-being

### What we wanted to achieve in our second year

- Common understanding of the issues, opportunities and priorities around mental well-being.
- Exploring ways of working to explore opportunities for the Well-being Plan and national strategy “Together for Mental Health” to deliver together developing objectives to deliver the priority.
- Recognising that that the delivery plan is about much more than a clinical issue or clinical response and that well-being and resilience are about communities, ways of working and community assets.
- Recognising that there are already a lot of good things going on that we can learn from and that Local Implementation Teams (LITs) and PSBs working together offer the potential to deliver something very powerful.

### The impact we want

- More people experiencing good mental well-being and fewer people suffering anxiety and depression.
- Less self-harming and lower suicide rates.
- Less stigma around mental well-being.

### What we said we'd do as actions

1. Set up and develop a PSB sub-group to lead on this priority area.

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### What we've done so far

Lead for Mental Wellbeing Priority transferred to BCUHB in Mar 2019.

Work undertaken during this time has been to:

- Ensure understanding of mental wellbeing and define it.
- Identification of indicators/measures of mental wellbeing.
- Establish Mental Wellbeing baseline and where are we now.
- Meet with key stakeholders to identify current gaps or areas for exploitation in current MWB provision and support.
- Development of project options for delivering the MWB priority.
- The findings were presented and circulated as a paper to PSB members on 16th January 2020.

In Progress

<p>2. Hold a workshop with practitioners, service users and providers to explore local issues around mental well-being and identify potential objectives.</p>	<p>Four principle areas for delivery of the Mental Wellbeing Priority have been identified:</p> <ul style="list-style-type: none"> <li>• Farming community / Rural mental wellbeing</li> <li>• Libraries for mental wellbeing</li> <li>• Refresh of five ways to mental wellbeing</li> <li>• Local Implementation Team / ICAN – Mental Health and Suicide Awareness Training</li> </ul> <p>Agreement on area(s) of delivery were anticipated at the March 2020 meeting, however this has been postponed by Covid-19. Therefore, agreed delivery area(s) pending. Once agreement is reached, work will then start to move forward and be adapted to the current situation and support Covid-19 recovery.</p>	<p>In Progress</p>
<p>3. Implement the findings and recommendations from the workshop and develop an action plan to deliver the next steps for the priority.</p>	<p>The plan is in its forming stage and it is important to ensure that a multi-agency approach is taken, appropriately resourced, and that identified project(s) are adequately resourced in order to achieve what is set out in the Plan.</p>	<p>In Progress</p>

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How do we think we've got on?

Taking forward this priority has been slow. In the initial stages progress was hampered by a lack of definition, defined objective and the macro cross-cutting nature of mental wellbeing. This created considerable inertia and challenges, particularly where the initial lead for the topic was not familiar with this subject area. Further delay occurred during the handover of topic lead. More recent work has placed the priority area in a better position; defining mental wellbeing, determining baseline measurements, establishing areas of good practice, and identifying a range of projects that will impact on mental wellbeing. Selection of the projects and formation of multi-agency project teams will enable the priority to be taken forward at pace.

b. Communities – Community Empowerment

What we wanted to achieve in our second year

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- Understand what work is already taking place, and where the PSB could add the greatest value in terms of empowering our communities.
- Consult with professionals on areas of need and seek to develop the PSB's next steps towards meeting those needs
- Understand what would constitute success, and who should be involved in more detailed design and delivery.

The impact we want

- Thriving community groups and assets that meet local needs.
- Services that work together better.
- Services that are better value for money.
- People getting involved and having a say in improving services.

What we said we'd do as actions

What we've done so far



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1. Developing the Next Steps for Community Empowerment.

A workshop was held on June 27, 2018, attended by some 40 professionals with good representation across partner organisations. In-keeping with the PSB's principle of building on existing pledges from organisations' well-being plans, delegates were presented with information about existing pledges and asked to consider areas of need where collaboration would add value, focussing on the following themes:

- i. Housing
- ii. Employment Opportunities
- iii. Capacity Building
- iv. Provision of Health & Well-being Support
- v. Infrastructure

The output of the workshop was considered by the PSB at its meeting in September, agreeing three areas of work for the priority where the PSB felt it could add value through early intervention, focusing on the local dimension, and involving a different set of partners. These are detailed below.

Completed

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2. Social Prescribing will support the well-being needs of individuals and our communities, and will as a result mean fewer medical prescriptions and lower non-medical

Following the establishment of a multi-agency team consisting of colleagues from BCUHB, Public Health, Natural Resource Wales and both Conwy and Denbighshire Local Authorities opportunities were identified to

In Progress

<p>expenditure on services needed due to lifestyle related conditions. People will also be enabled to stay in their own homes for longer.</p>	<p>better link social prescribing practitioners into existing and new weight-management pathways.</p> <p>BCU were appointing staff to lead their new weight management project in March 2020, at which point the multi-agency team was to meet again. Due to the coronavirus lockdown beginning, this was postponed.</p> <p>Nevertheless, some key connections were made and a Performance Management Framework developed to monitor success of the work. Key areas of work/standing agenda items for the team were also agreed, namely:</p> <ul style="list-style-type: none"> <li>• Ensuring effective connections are made between health and local authorities so that residents on clinical weight management pathways are also offered support from community navigators;</li> <li>• Identification of barriers to participation in community activities, and consideration of how to address them;</li> <li>• Identification of gaps in community provision that promote better health, and consideration of how to address those gaps.</li> </ul>	
<p>3. Better support tenants and those at risk of homelessness. This will not only result in less homelessness and more stable tenancies, but mitigate health associated risks and support a better quality rented sector.</p>	<p>Due to capacity issues, this work has not started.</p>	<p>Not Progressed</p>
<p>4. Dementia Support Action Plan to better support dementia sufferers and their carers. PSB partners will work towards becoming dementia friendly organisations that help people live independently for longer.</p>	<p>DVSC's Dementia Aware Community Led Programme is up and running enabled by Welsh Government ICF Funding. Over the last 12 months we can report the following activity:</p> <ul style="list-style-type: none"> <li>• 3 Network meetings have been held with over 105 people in attendance including statutory partners, local businesses, third sector organisations, local community groups and individuals.</li> </ul>	<p>In Progress</p>



- 6 Business Breakfasts have been held attended by 54 people, engaging local businesses in Ruthin, Rhyl, Rhuddlan, St.Asaph, Corwen & Llangollen in becoming more Dementia Aware.
- Towns working towards Dementia Friendly Status - Following on from the 3 pacesetter areas of Prestatyn, Denbigh and Rhuddlan a further 5 Dementia Aware Action Groups have been established in St. Asaph, Ruthin, Rhyl, Llangollen and Corwen. They are supported by DVSC and powered by volunteers.
- 6 DVSC staff (Dementia Champions) have provided 332 people with Dementia Friends Awareness sessions.
- Just under £20,000 of funding from the Dementia Aware Community Led Grant Programme has been provided to 16 organisations and 2 individuals to support in raising awareness of Dementia and providing activities for people living with Dementia and their carers in the local communities of Denbighshire. This was also supported via our other funding streams, including Denbighshire Welsh Church Acts, which has Dementia as one of the priority criteria and enabled match funding to be obtained for Dementia projects.
- A training course run in conjunction with Alzheimer's Society 'Step Inside Dementia' with 15 people in attendance. Another 4 were planned but had to be cancelled due to the COVID19 pandemic.
- The Dementia Aware Denbighshire programme has been regularly promoted on Social Media and through DVSC media channels including 8 blogs and at various DVSC networks including the #DenbighshireVolunteers Network and the Wellbeing Network.
- Over the last 12 months we have published just over 80 posts on Facebook reaching nearly 25,000 people. This has resulted in almost 1,500 interactions (likes, comments, shares).

- We have tweeted 161 times on dementia related subjects. 25 tweets were shared information about our members/partners. In total our tweets reached 90,000 people resulting in 2,500 interactions (likes, reactions, retweets).
- We have had 5 press releases published in the last year. Including the launch of the Dementia Aware Network, 2 grant programmes opening and one on successful grant recipients. Denbighshire County Council also had a published press release regarding their success at becoming a Dementia Friendly Community.

The Dementia Aware Denbighshire programme delivery is being repurposed to consider the COVID19 landscape. This includes:

- Holding our networking events online, the next Dementia Aware Denbighshire Network meeting in June 2020 will be held on Zoom and we are working to support activities being taken online / over the phone through our Community Support Service.
- In addition, DVSC is now actively promoting its Dementia E-Learning course that local communities can access from their own homes and is working closely with Denbighshire County Council on a programme of Dementia Training to be undertaken in 2020-21 (exploring how this can be delivered in the current climate).

DVSC has led on this work under the community empowerment priority whilst working closely with statutory partners including BCUHB and DCC, both of whom have been accredited as dementia friendly communities over the same period. DVSC has also worked closely with DCC's ICF funded Dementia Support Workers project to ensure strong links between voluntary and community activity and DCC's Community Support service.

## How do we think we've got on?

The connections made between colleagues from Health, Local Authorities and Public Health Wales around how social prescribing can help to address a particular issue has been welcomed by all parties, and should enable a whole system approach to tackling persistent issues. Plans about how the process/pathways can work have been discussed, and can be documented to ensure mutual understanding. Going forward, careful attention will need to be paid to ensure practise follows the theory, and to also ensure we can continue to ask ourselves if and how things can be improved. These principles are important for ensuring sustainable and effective change.

## c. Place – Supporting Environmental Resilience

### What we wanted to achieve in our second year

- Support people and communities to realise how important the natural environment is and understand what positive differences they can make to reduce their impact on it.
- Start to address environmental issues such as climate change by promoting ways we can all reduce our footprint such as recycling, improving energy efficiency, reducing carbon emissions and by generally being greener.
- Understand what each of our partner organisations are doing in term of addressing their ecological footprint. Consider what frameworks we are working towards and how we can bring this all together. As part of this we want to improve the energy efficiency of our buildings and facilities.
- Focus on sustainable procurement (in particular maximising community benefit and making sure we're not having an adverse impact on the environment when we're buying goods and services).

### The impact we want

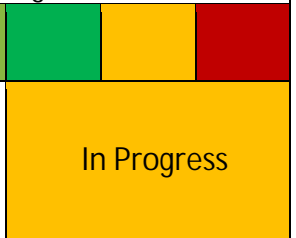
- Our communities and partner organisations to do their bit and actively take steps to reduce their footprint and make sure the local environment is being managed properly and help wildlife and nature flourish for future generations.
- To make sure the natural environment provides a space for our residents, visitors and workers to make the most of and which benefits their health and well-being.
- Improve the consistency between PSB partner organisations, by working towards the same environmental policies, standards and targets.

### What we said we'd do as actions

1 Work with our PSB partners to develop a framework for our environment work, so that we're all working to the same goals.

### What we've done so far

A Common Environmental Policy has been approved by the Public Service Board. The Environmental working group has been tasked to discuss the practicalities of co-ordinating work. Welsh Government Energy guidance on collecting data is being looked at by Energy Managers and a



<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 28</p>	<p>Consultancy Company Aether is piloting this. North Wales Fire &amp; Rescue service are piloting this in March and April 2020. There is a firm commitment to collaborate, however to avoid duplication the work on commitment 1 (Carbon and Energy) has been deferred until the Welsh Government Guidance is published in spring 2020 so that the data mirrors the guidance. We are still awaiting for further clarity from Welsh Government on how to measure scopes and what can be off set (sequestration). The group will therefore focus on commitment 2 which includes biodiversity actions, to see what can be collated for discussion at the next meeting in April 2020.</p> <p>The group are also looking at collaboration projects which could be developed to use a small funding allocation. Part of the North Wales PSB support grant funding has been used to appoint Netherwood Sustainable Futures to advise on a North Wales Regional Climate Change Approach. This work will report in March 2020 and will include a review of existing climate change mitigation approaches, groups and activities across the four North Wales PSB areas. Netherwood Sustainable Futures is working closely with Regional Partnership Board during this time.</p>	
<p>2. Work with communities to develop environmental pledges and green changes we could make to reduce our impact on the environment.</p>	<p>The Community Green Pledges were launched in January 2020. Five community pledges have been received so far. A series of communication has been developed for the year to keep the pledges in the public eye.</p>	<p>Complete</p>
<p>3. Look at environmental issues affecting the region that we can't fix by ourselves, like sea defences and reducing the amount of packaging in our shopping.</p>	<p>A further update on the sea defence in old Colwyn was deferred owing to meeting a PSB cancellation, and will be presented at a future PSB meeting. No further areas for lobbying have been identified a present. However, all Local Authorities across North Wales have declared an Environmental Emergency. Action plans on how to significantly to reduce carbon footprint are being developed and all good practice will be shared.</p>	<p>In Progress</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 26</p> <p>4. Look at our procurement processes and identify how we can maximise community benefits from building developments (e.g. through Section 106 agreements – these are legal agreements between local authorities and developers for times when measures</p>	<p>We have responded to the Well Being of Future Generations Commissioner's audit on procurement and evidencing the benefits of procurement – including the environmental benefits. The outline proposal for a regional environmental partnership board includes a work stream to</p>	<p>In Progress</p>

may be needed to reduce a developments impact on the community).	focus on procurement. This is an area where significant carbon reduction can be achieved.	
5. Work with our planning teams to make sure environmental issues are looked at when planning new developments.	No further developments have been made on this action in this period. This will be developed through the regional partnership sub groups.	Not Progressed

How do we think we've got on?

At the end of year two we are in the category of 'being adventurous'. The launch of our green pledges has received a positive response. Although it is still early days, the pledges which has been received so far show that there is a lot of positive work going on in communities. As we build a database of pledges, we will be able to share this good practice and hopefully encourage other communities to follow suit and create a 'ripple effect' to wider change.

Whilst not yet implemented, there are positive moves towards a regional approach to public sector environmental change, but it is important that we do this in line with Welsh Government guidance to avoid duplication, hence the decision to delay until guidance is issued and the consultancy report on regional opportunities is published. Whilst the sea defence concerns are not addressed, there has been progress in securing funding for interim measures.

It has been necessary in the last quarter of the year to defer some meetings and therefore progress, in light of the Coronavirus pandemic. It is also evident that whilst we are making progress, it is slow owing to the capacity of officers and other pressing deadlines.

## 4. Our Reflections after year 2



This annual report is a self-reflection of the progress we have made and serves to further that openness and transparency by stating what we have achieved, whether we feel we have done things well, and where we will focus to improve in the future. The PSB is a strategic partnership which sits in a landscape of many other regional and sub-regional partnerships within North Wales.

The last quarter of the financial year has been dominated by the global coronavirus pandemic. The Covid-19 lockdown put a halt on many of the projects underway at PSB due to urgent requirements to develop new services, systems and processes in light of lockdown restrictions. Strategic and operational focus has shifted to emergency planning and business continuity. Through these extremely challenging times, the PSB leadership has continued to work collaboratively to support the community and each other's service pressures and to deliver essential services during this global crisis.

A meeting of PSB was due to take place on 15 March, but at that point services were dealing with the arrival of Covid-19 so the meeting was cancelled. As lockdown eases, all partners will contribute to the management of the virus, and socio economic recovery. The PSB is next due to meet in late July. It may be that there's some discussion at that meeting about whether the priorities remain the same or whether other goals will come to the fore.

## 5. Working collaboratively – Thinking Global



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We've been linking in with other partnerships to avoid duplication and to share ideas. We've...

- talked to the Regional Partnership Board for Social Care and Well-being.
- had updates on the North Wales Growth Deal.
- discussed the Local Development Plan for both Conwy and Denbighshire.
- been monitoring Brexit and looking at ways we can support each other during this process.
- been looking at key risks in the area and discussing what we can all do to help each other. We've developed a risk register to help us monitor our local risks.

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- responded to Wales Audit Office's Local Government Services to Rural Communities report and applied the recommendation of using Welsh Government's rural proofing tool to our priorities. This has helped us assess the impact our priorities may have on rural communities.
- continued to learn more about each other's organisations. In July we found out about Natural Resources Wales and went on a site visit to learn more about their Uwch Conwy partnership project with the National Trust in the Conwy Valleys.
- shared good practice from across our organisations, such as learning about the British Sign Language interpretation pilot that has been taking place in Conwy Council.
- talked to Improvement Cymru and discussed different ways the service can potentially support us to deliver our priorities going forward.
- talked to Wales Energy Service about the support they can offer and how regional energy planning can help contribute to the

## 6. Being Challenged



Like any partnership, it's important that there are checks and balances for us.

- We've been holding open meetings, and all the [PSBs papers & minutes](#) are published on the Conwy and Denbighshire PSB website.
- We publish short [newsletters](#) after each meeting so people can read what we're doing in bite-size chunks.
- Had regular discussions about the organisational leadership challenges and how we can help each other.
- We've responded to the Wales Audit Office's review into PSBs and produced an action plan to respond to the national recommendations.

From May 2019 onwards, the PSB has been held to account by the newly formed joint Conwy & Denbighshire Scrutiny Committee. Again, these meetings are open to the public and anyone can attend. Details of the meetings can be found on either the [Conwy](#) or [Denbighshire](#) County Council websites.

## 7. Get involved



We want you to stay in touch & get involved in our work. You can:

- Come to one of our meetings – all the dates and agendas are published [here](#)
- Read our newsletters [here](#)
- Follow us on social media – [Facebook](#) and [Twitter](#)
- Stay involved and share your views through the PSB website – [www.conwyanddenbighshirepsb.org.uk](http://www.conwyanddenbighshirepsb.org.uk)





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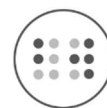


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This document is also available in Welsh.



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

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

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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.'

'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.'

'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.'



## 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.

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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Conwy County Borough Council – Draft Action Plan responding to  
**Review of Public Service Boards**

Recommendations	Agreed	Responsibility	Action(s) to be taken	Implementation Date
<p>R1a. We recommend that PSBs: • 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;</p>	<p>The Board have completed an impact assessment as part of the development of the well-being plan (this was undertaken by Denbighshire Council on behalf of the Board). It outlines the impacts against the national well-being goals (including equality and Welsh language).</p>	<p>Conwy and Denbighshire PSB</p>	<p>The PSB completed an EQIA for the Wellbeing Plan and completed a comprehensive Assessment of Wellbeing.</p> <p>We will do a light touch review of the EQIA to consider Covid</p>	<p>By May 2021</p>
<p>R1b. We recommend that PSBs improve transparency and accountability by making PSB meetings, agendas, papers and minutes accessible and available to the public;</p>	<p>The Conwy and Denbighshire PSB meetings have been open to the public to observe since December 2017 (with the Board decision made in September 2017).</p> <p>Meeting minutes have been available on the PSB website since the establishment of the PSB (in April 2016). PSB agendas have been published prior to the meeting since June 2017 (they are available on the PSB's</p>	<p>Conwy and Denbighshire PSB</p>	<p>Continue to publicise the meetings and ensure the agenda and minutes are available on the PSB website.</p> <p>All meeting details are on the <a href="#">PSB website</a> and <a href="#">modern.gov</a> (via Denbighshire CC)</p>	<p>Completed</p>

Recommendations	Agreed	Responsibility	Action(s) to be taken	Implementation Date
	website as well as the each LAs committee pages).			
R1c. We recommend that PSB's strengthen involvement by working to the guidance in the National Principles for Public Engagement in Wales	The Board have outlined their engagement commitment within their Terms of Reference. See appendix 1. Most Members have endorsed the National Principles for Public Engagement (however as individual organisations rather than a Board). The engagement work which has been undertaken to date has followed the principles.	Conwy and Denbighshire PSB	The Board to formally endorse the National Principles for Public Engagement. Publish the PSB ToR on the website.	March 21
R1d. We recommend that PSBs feedback the outcome of involvement activity identifying where changes are made as a result of the input of citizens and stakeholders.	The Board provide feedback following any involvement activity undertaken. The Board have also developed a communication plan which outlines the PSBs communication and engagement objectives. See appendix 2		Continue to update and review the communication plan as necessary.	Ongoing

Recommendations	Agreed	Responsibility	Action(s) to be taken	Implementation Date
<p>R2. To improve scrutiny we recommend that PSBs and public bodies use the findings of the Auditor General for Wales' Discussion Paper: Six themes to help make scrutiny 'Fit for the Future' to review their current performance and identify where they need to strengthen oversight arrangements and activity</p>	<p>A joint Conwy and Denbighshire PSB scrutiny committee was established in May 2019. It comprises of 8 elected members from both Conwy and Denbighshire (with cross party representation). Training was undertaken before the establishment of the committee to prepare Members for the role. The AW discussion paper has been shared with the committee. Recommendations / feedback from the committee are taken to the PSB for consideration. Processes will be strengthened as scrutiny becomes more established. PSB scrutiny committee members also attend the Board (as observers) to better understand the decisions of the Board as part of their role.</p>	<p>PSB Joint Scrutiny Committee</p>	<p>A joint PSB scrutiny committee has been established and a comprehensive induction programme was delivered</p> <p><b>The Joint PSB Scrutiny committee need to consider this action – table for next agenda with agreement from the Committee.</b></p>  <p>local-government-scrutiny-2019-discuss</p>	<p>March 2021</p>

Recommendations	Agreed	Responsibility	Action(s) to be taken	Implementation Date
<p><b>2b.</b> We recommend that PSBs ensure scrutiny committees have adequate engagement with a wider range of relevant stakeholders who can help hold PSBs to account.</p>	<p>It is the joint PSB's scrutiny decision as to who they want to engage with and invite to participate on the committee. The PSB can only make proposals. The Joint Scrutiny has discussed co-option at its first training event, where it was agreed this would be reviewed once the Joint Scrutiny Committee was more established and perhaps call on 'expert witnesses' if required.</p> <p>There are also existing mechanisms in both councils which encourage public engagement, such as e-petitions, webcasting, tabling a question, public meetings etc.</p>	<p>Joint Scrutiny Committee</p>	<p>Propose to the PSB scrutiny committee that they consider inviting co-optees onto the committee.</p> <p><b>Joint Scrutiny Committee to discuss this recommendation.</b></p>	<p>January 2021</p>
<p><b>3a.</b> 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;</p>		<p>Conwy and Denbighshire PSB</p>	<p>Not a priority at present</p>	

Recommendations	Agreed	Responsibility	Action(s) to be taken	Implementation Date
<p><b>3b.</b> To help build capacity, consistency and resourcing of activity we recommend that 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</p>		<p>Welsh Government to respond</p>		
<p><b>R4.</b> To help build capacity, consistency and resourcing of activity we recommend that the WG and WLGA in their review of Strategic Partnerships take account of and explore the findings of this review</p>		<p>Welsh Government and WLGA to respond</p>		



**JOINT SCRUTINY OF THE CONWY & DENBIGHSHIRE  
PUBLIC SERVICES BOARD (PSB)**

**FORWARD WORK PROGRAMME**

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<b>Date</b>	<b>Subject</b>
<b>TBC</b>	<p><b>Progress update on the Public Services Board priorities</b></p> <p>Supporting Good Mental Well-being for all ages (Richard Firth, Consultant in Public Health, Public Health Wales)</p>
<b>TBC</b>	<p><b>Contribution of PSB Partners to the work of the PSB and the benefits of the PSB to partners</b></p> <p>Betsi Cadwaladr University Health Board - (Bethan Jones, Area Director – Central, BCUHB)</p>
<b>TBC</b>	<p><b>PSB's Communication Plan/Engagement Strategy</b></p> <p>Members could scrutinise the effectiveness of the PSB in communicating its objectives and outcomes to its stakeholders and residents</p>
<b>TBC</b>	<p><b>Risk Register</b></p> <p>The PSB is focussing on the development of a risk register, which could be an area of scrutiny.</p>

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