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Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



|  |   |                          |                                     |
|--|---|--------------------------|-------------------------------------|
| <b>Meeting Date</b>  | <b>28 November 2019</b>   | <b>Agenda Item</b>       | <b>3.9</b>                          |
| <b>Report Title</b>  | <b>Update On Key External Partnerships</b>  |                          |                                     |
| <b>Report Author</b>   | Joanne Abbott-Davies, Assistant Director of Strategy & Partnerships<br>Aileen Flynn, Head of Strategic Partnerships   |                          |                                     |
| <b>Report Sponsor</b>  | Siân Harrop-Griffiths, Director of Strategy   |                          |                                     |
| <b>Presented by</b>  | Siân Harrop-Griffiths, Director of Strategy   |                          |                                     |
| <b>Freedom of Information</b>                                      | Open  |                          |                                     |
| <b>Purpose of the Report</b>                                       | The purpose of this report is to provide an overview of the recent key external partnerships such as the West Glamorgan Regional Partnership Board, the Public Services Boards and other key partnerships which the Health Board is a statutory member of.  |                          |                                     |
| <b>Key Issues</b>  | The following report sets out some of the key issues discussed at recent key external partnerships meetings, in particular, the implications for the Health Board.  |                          |                                     |
| <b>Specific Action Required</b><br><i>(please choose one only)</i> | <b>Information</b>  | <b>Discussion</b>        | <b>Assurance</b>                    |
|  | <input checked="" type="checkbox"/>   | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| <b>Recommendations</b>   | Members are asked to: <ul style="list-style-type: none"> <li>• <b>NOTE</b> the key external partnerships which Swansea Bay UHB works as a part of;</li> <li>• <b>NOTE</b> the issues discussed in these external partnerships and the key implications for the Health Board;</li> <li>• <b>NOTE</b> the minutes of the recent partnership meetings which have taken place.</li> </ul> |                          |                                     |

## UPDATE ON KEY EXTERNAL PARTNERSHIPS

### 1. INTRODUCTION

Swansea Bay UHB is a statutory partner in a range of external partnerships, including those listed below:

- West Glamorgan Regional Partnership Board & its sub-committees including Adults, Children & Young People's and Integrated Transformation Boards and the Social Care Health & Housing Group
- Swansea Public Services Board
- Neath Port Talbot Public Services Board
- Supporting People Regional Collaborative Committee
- West Glamorgan Substance Misuse Area Planning Board
- Neath Port Talbot Youth Justice and Early Intervention Services Management Board
- Swansea Youth Justice Management Board
- Neath Port Talbot Community Safety Partnership
- Swansea Community Safety Partnership

This report provides an overview of the key issues from the most recently approved minutes from each of these external partnerships. It should be noted that minutes are not yet available for recent meetings of the Neath Port Talbot Youth Justice and Early Intervention Services Management Board, Swansea Youth Justice Management Board, Swansea Community Safety Partnership and the NPT Public Services Board.

### 2. GOVERNANCE & RISK ISSUES

The following sections set out some of the key issues discussed at these external partnerships and in particular, the implications for the Health Board.

#### 2.1 West Glamorgan Regional Partnership Board and its sub committees

The most recent meeting of the West Glamorgan Regional Partnership Board took place on 17<sup>th</sup> October 2019. Minutes of this meeting are not yet available and will be reported to the next Board meeting. Minutes of the meeting held on 18<sup>th</sup> July 2019 are attached at Appendix 1. The main issues for the Health Board are summarised as follows:

- **West Glamorgan Action Plan 2019-2021:** The Action Plan was not approved at the last meeting owing to revisions coming out of Adult Transformation Board. A progress update report for the Action Plan had been developed by the Programme Office, which includes a summary of the workstreams from the Adults, Children and Young People and Integrated Transformation Boards. These actions will need to be reflected in the Health Board's priorities and the IMTP as appropriate.
- **Representatives on Regional Partnership Board and ToR:** The Board agreed to have two Carer and Citizen Representatives, with voting rights, with nominated alternative representatives. It was further agreed to consider

the inclusion of the Police and Crime Commissioner and Chief Superintendent on the relevant Transformation Boards.

- **Letter in Response to Minister's Visit:** After the successful visit of the Minister on 13<sup>th</sup> June a letter of acknowledgment has been drafted on behalf of the RPB with particular reference to the outstanding transformation proposal for Hospital to Home. A second Ministerial visit was due to be held on 9<sup>th</sup> September in relation to Our Neighbourhood Approach.
- **Research, Innovation & Improvement Hub Funding Proposal:** The Board endorsed the proposal for a Regional Research, Innovation and Improvement Hub Team which will be co-located with the Transformation Programme Office. It has been submitted to Welsh Government for funding approval which has subsequently been agreed.
- **Integrated Care Fund Investment Plan Update 2019 – 2020:** Additional funding of £200k has been confirmed by Welsh Government to build regional capacity that will improve access for children and young people in need of low level intervention and prevention services. It has been agreed that this funding will be added to the £100k from Mental Health Transformation Funds for children to widen coverage of a new emotional health and wellbeing service in primary schools. The second round of ICF capital schemes have been submitted to Welsh Government to allocate the remaining funding.

**Adult Transformation Board** took place on 19<sup>th</sup> September 2019. Minutes are attached at Appendix 2.

- **Hospital to Home (H2H) Implementation Group:** Welsh Government have not responded on the revised Transformation Fund proposal of £2.2 million for H2H. The Board agreed to draft a letter to WG to request a response to the revised bid. If the funding is not approved, it has been agreed that H2H will continue on a different scale, utilising elements of ICF and Dementia funding.
- **Review of Optimum Model for Intermediate Care Services:** The workshops in July enabled the pathways for each locality to be mapped. Members noted that there is significant overlap with H2H and there is a risk of duplication between the programmes. It has been agreed that the hospital discharge reablement will be covered by the H2H programme, however Community Reablement will not be supported via H2H. Therefore the Optimal Model review will focus on: MDTs in the Common Access Point, third sector brokerage, community reablement, step up support to avoid a hospital admission and Dementia support workers to increase access to services. Discussions took place on the issues around funding for a dementia support nurse. There has been an agreement to extend the current post for 1 month in the Swansea CAP. The Board agreed that a decision on this would need to be agreed on a local basis via the Swansea Joint Partnership Board.
- **Adult Mental Health Strategic Framework:** The Programme Plan and Programme Initiation Document (PID) were approved by the Board. Approval was granted to proceed with the recruitment of the 3 Senior Project Manager posts to sit within the Strategy Department of the Health Board to support this programme until March 2021. The service specification for the Sanctuary Service was agreed by the project team this week, with timescales for implementation of this new and innovative service from February 2020. Local

Authority Directors raised concerns on the proposed Tonna Suites amalgamation and it was noted that local authority officers had been briefed through the Older Peoples Mental Health Project Group. Programme Governance was agreed with recommendations from all projects and implementation groups to be brought before Adult Transformation Board for decision.

- **Dementia Strategic Framework:** The draft strategic framework was presented to Board. It was noted that further engagement work is being undertaken by Swansea University with carers and those living with Dementia. The Board requested a detailed timeline, with key milestones, for delivery of the framework and key regional priorities to be brought to the next meeting. Members have been asked to provide comments and feedback on the draft framework by the end of October. These actions will need to be reflected in the Health Board's priorities and the IMTP as appropriate.
- **Commissioning for Complex Needs:** There have been delays in the programme due to the recruitment of assessors. While NPT have a local transformation and review team in place, Swansea have not yet established their team but are aiming to have a similar set up by mid-October. The Health Board have yet to recruit Nurse Assessors and it was agreed that the Health Board would decide by mid-October if we would utilise the available ICF monies to recruit to these posts. Subsequently the Health Board has confirmed its commitment to this project and the posts and recruitment is underway.

**Children & Young People Transformation Board** took place on 19<sup>th</sup> September 2019. Minutes are attached at Appendix 3.

- **Edge of Care & Flexi Support:** The PID was approved by the Board, however it was noted that the two projects are starting in different places working towards a regional approach. Members requested that a regional paper be brought to the next Board meeting to outline how this will work including how it is bringing health and social care together.
- **Post Adoption Support:** Therapists have been recruited, with posts being taken up between now and December. However the Psychology post has been advertised twice without success. Therefore a further meeting has been arranged between the Health Board and LAs to agree options/solutions. Some slippage has accumulated due to recruitment delays. The Board will consider a paper at the next meeting on options to use slippage for therapy costs.
- **Multi Agency Planning Support Service:** An options paper developed by Health and LA colleagues was presented for approval. However Members requested further information on how this will fit into other therapeutic services across the region such as therapies provided by education. This paper will then be used to inform the business case, which is to be presented at the next Board in December.
- **CYP Emotional Health & Wellbeing:** There have been issues recruiting to the additional CAMHS Liaison Workers which are being funded via ICF. Therefore a request was made to use this funding to increase capacity for the integration of CAMHS through the implementation of a Single Point of Access.



The Board supported this and a change request will be submitted to WG for approval. Queries on how the CAMHS posts link in with the Early Help Hubs in Swansea were discussed, with a follow up meeting between Health and LA colleagues being arranged to agree options/ways of working. Subsequently this meeting has been held and agreement reached that Mental Health transformation monies and ICF will be used to fund the new emotional health and wellbeing service in primary schools, with Swansea Council funding an equivalent service in secondary schools.

- **CYP Transformation Board Regional Strategy:** The draft Regional Strategy and Plan were presented. The Board noted that it will need to include how services should integrate across the region to avoid duplication and identify gaps. Members have been asked to provide comments and feedback on the draft Strategy by the end of October so that it can be considered for approval in December.
- **Complex Needs National Commissioning Board:** Positive feedback was given on the recent workshop. Discussions took place on some of the recent funding issues of historical joint funded Complex Needs cases. Work is taking place between Health and LA colleagues outside of the Board to resolve the outstanding cases and agree principles to agree funding going forward.

**Integrated Transformation Board** took place on 19<sup>th</sup> September 2019. Minutes are attached at Appendix 4.

- **Carers Regional Strategy:** The PID and Project Plan were approved by the Board, having been agreed by the Carers Partnership Board on 3rd September. Members noted that the local and regional strategies must align, particularly with relevant local delivery groups. Swansea Council updated that they will not produce a local strategy but will contribute to a regional strategy if it is aligned. The draft Carers Strategy will be brought to the December board for approval prior to wider stakeholder engagement in January 2020. These actions will need to be reflected in the Health Board's priorities and the IMTP as appropriate.
- **Welsh Community Care Information System:** The Board approved the updated PID and Plan based on feedback from the previous meeting. The team is working closely with Community Nurses and the Integrated Team to ensure alignment with H2H. Meetings have taken place with all partners to understand regional aspirations. Following on from this the draft strategy will be completed and brought to the Integrated Board in February 2020. The Board approved the request to fund a Project Officer post to add resilience to the central infrastructure. Further to this the Information & Development Officer post has been recruited to.
- **Co-production:** Issues were raised around the low numbers of representatives currently spread across the various regional partnership groups. This has been acknowledged by the recently established Co-production Group and work is underway to recruit additional representatives.

2 part time Co-production Development Officers were appointed in early September to support this work going forward.

- **Social Value:** A PID and Project Plan updating on proposals to re-establish the Social Value Forum was approved by the Board. Members noted that the key challenge for this group is to ensure appropriate participation and representation in the forum.
- **Cluster Whole System Approach & Our Neighbourhood Approach:** The Board received a joint presentation to update on the progress of the Cluster Whole Systems Approach and Our Neighbourhood Approach. A preferred bidder has been identified through the current procurement exercise to undertake the programme evaluation, with contracts in negotiation.
- **Social Care Health & Housing Group:** A new Integrated Transformation manager has taken up post who will be responsible for developing the Regional Strategy, which will identify key priorities to inform the ICF Capital Investment Plan over 3 – 5 years. The draft Strategy, PID and Project Plan are currently being developed and will be brought to the next Integrated Board for approval. Members agreed that a Childrens representative should be included on the group.
- **ICF Capital:** The Board received an update on the ICF Capital Deed of Legal Charge Issue. An associated letter from the Chief Executive of SBU HB on compliance with the Welsh Government requirement relating to these legal charges was also received. It was acknowledged that this is an issue across all regions. WG are planning to issue a variation to the grant letter, however this will not be actioned until Deed of legal charge has been resolved. The Board agreed that this matter needs to be dealt with through the Business Assurance Group, with an update brought to the next Integrated Board.

**West Glamorgan Social Care, Health and Housing Group** took place 21<sup>st</sup> October 2019. Minutes are attached at Appendix 5.

- **Strategy Development:** A draft Implementation Approach for the proposed Strategy was presented to the group, which included timescales for development and identified key milestones. It was reiterated to the group that the focus of the strategy will be on housing in the context of health and social care transformation but with a sharp focus on the key driver from Welsh Government in relation to the spending of capital funds. The group have given a commitment to the RPB to develop the Strategy by January 2020. To facilitate this the Strategy will need to be approved by Integrated Board in December, with sign off from this group prior to that. In line with this the Group agreed that the next meeting will take the format of a workshop to co-produce and agree the content of the Strategy. These actions will need to be reflected in the Health Board's priorities and the IMTP as appropriate.  
**Strategy Context:** The Group received an overview presentation on the various components that will need to be considered within the Strategy such as national, regional and local strategies, policies and drivers. The importance of considering local evidence was emphasised to ensure that the Strategy

aligns to local and national drivers. It was agreed that the group will need to agree these elements at the next workshop.

## 2.2 Swansea Public Services Board

The most recent meeting of the Swansea Public Services Board took place on 15<sup>th</sup> August 2019. Minutes are attached at Appendix 6. The main issues for the Health Board are summarised as follows:

- **Highlight Reports on Well-being Objective Workstreams:** Highlight reports and risk logs were presented on the following:
  - Early Years - Swansea Bay University Health Board
  - Live Well Age Well - Swansea Council
  - Working with Nature - Natural Resources Wales
  - Stronger Communities - Mid & West Wales Fire & Rescue ServiceActions arising from Early Years include the need to identify a lead for Early Years Strategy Steering Group after the retirement of Andrew Davies. A discussion is to take place on the funding issues of health staff within Jig-so to explore options for the PSB to provide support to enable the project to continue. The Board further agreed that the 4 Lead Officers Group need to meet more frequently. It was agreed that all PSB Partners need to ensure appropriate attendance at meetings, i.e. attendees with authority to make decisions on behalf of their respective organisations. The PSB has committed to ensure that 'Action owners' commit to delivering on the agreed actions within the plan.
- **Our Future Wales - Involvement for the Future Generations Report 2020:** Information was circulated to partners in relation to the consultation from the Future Generations Report 2020. Partners were asked to submit their comments to the PSB Support Officer in order to draft a response to be considered at the next meeting.

## 2.3 Supporting People Regional Collaborative Committee

The most recent meeting of the Supporting People Regional Collaborative Committee (RCC) took place on 17<sup>th</sup> October 2019. Minutes are attached at Appendix 7. The main issues for the Health Board are summarised as follows:

- **Housing Support Grant Funding Formula:** The Regional Development Committee fed back to ALMA Economics on the funding formula on 07.08.19 following RCC consultation. While the proposed models have been shared it is likely that Researchers will recommend that there will be no application of distribution for next year (Apr 2020) and that a lengthy transition period is required.
- **Service User Engagement Event:** the engagement event held on 26<sup>th</sup> September was very well attended and valuable feedback has been received to be included in both LA commissioning reviews of Mental Health Services.

- **Housing First:** NPT are currently looking at options, while Swansea have been successful in their bid with Kaleidoscope. A Harm Reduction Co-ordinator had been employed and steering groups are being set up.

## 2.4 West Glamorgan Substance Misuse Area Planning Board

The most recent meeting of the West Glamorgan Substance Misuse Area Planning Board (APB) took place on 19<sup>th</sup> September 2019. Minutes are attached at Appendix 8. The main issues for the Health Board are summarised as follows:

- **Health & Social Research (HSR) Review:** The draft HSR Review report on Substance Misuse Services was received. Members agreed that further work was needed, with a number of concerns raised by health colleagues from the previous workshops. The Board agreed to extend the review deadline to allow for further engagement to take place in October. The implications of this review may mean significant change in the organisation of the Health Board's Substance Misuse services and as such will need to be considered by the Senior Leadership Team and then reflected in the organisation's priorities and IMTP.
- **Unallocated Substance Misuse Action Fund (SMAF) 19/20:** Applications were received from partners (Health, Education, Social Services, and Third Sectors) to bid for the remaining unallocated SMAF funding. Health Board bids included services for Dual Diagnosis (DD) Link Workers and Opiate Substitute Treatment (OST) services. The engagement pilot was approved as it relates to actions from the Critical Incident Group. The Health Board's bid for OST was also approved. However the DD Link Worker proposal was declined at this time as the Dual Diagnosis Strategy has not yet been produced therefore Members felt that it was difficult to link this to the delivery of the Strategy. This strategy is being developed and will be presented to the next APB in December. The actions arising from it will need to be reflected in the Health Board's priorities and the IMTP as appropriate.
- **Additional Resources Complex Needs Bid:** A number of workshops have taken place between Third Sector, Health and Social Care colleagues to agree a proposal for the additional WG revenue funding. The deadline for submission is this week and the final bid will be shared with all partners this afternoon. This proposal was submitted to Welsh Government but was not approved at this stage.

## 2.5 Neath Port Talbot Community Safety Partnerships

The most recent meeting of the NPT Community Safety Partnership was held on 25<sup>th</sup> July 2019. Minutes are attached at Appendix 9.

- **Work Plan Items:** A number of work plan updates were received from partner agencies including presentations on Cybercrime, CCTV, HMPPS Partnership, Youth Justice & Early Intervention Service, Violence Against Women and Domestic Abuse & Sexual Violence.
- **Anti-social Behaviour Update:** Issues were discussed around groin injections with 1 person deemed at risk of amputation, which has been linked

to a change in the Care Plan. This has been discussed at the Harm Reduction Group and steps are being taken to re-engage with the individual.

- **Domestic Homicide Reviews (DHR):** The minutes of the most recent DHR meeting were discussed. It was updated that the previous issues surrounding the Individual Management Review (IMR), which is a report of the agencies contact with the victim, from Primary Care has now been resolved. Members were assured that the information will be submitted by the end of July.
- **Performance Report:** Performance statistics on Violent Crime, Hate Crime and Recorded Crime were presented to members. Notable figures on Substance Misuse performance is as follows:
  - 64 offences in NPT in the last 3 months; mainly possession of cannabis
  - 2 fatal overdoses last year compared to 9 in the previous year
  - 30 non-fatal overdoses last year; no change from the previous year

### 3. RECOMMENDATIONS

Members are asked to:

- **NOTE** the key external partnerships which Swansea Bay UHB works as a part of;
- **NOTE** the issues discussed in these external partnerships;
- **NOTE** the minutes of the recent partnership meetings which have taken place.

| Governance and Assurance   |   |                                     |
|--|---|-------------------------------------|
| <b>Link to Enabling Objectives</b><br>(please choose)  | <b>Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities</b>   |                                     |
|  | Partnerships for Improving Health and Wellbeing   | <input checked="" type="checkbox"/> |
|  | Co-Production and Health Literacy   | <input checked="" type="checkbox"/> |
|  | Digitally Enabled Health and Wellbeing  | <input checked="" type="checkbox"/> |
|  | <b>Deliver better care through excellent health and care services achieving the outcomes that matter most to people</b>   |                                     |
|  | Best Value Outcomes and High Quality Care   | <input checked="" type="checkbox"/> |
|  | Partnerships for Care   | <input checked="" type="checkbox"/> |
|  | Excellent Staff   | <input type="checkbox"/>            |
|  | Digitally Enabled Care  | <input checked="" type="checkbox"/> |
|  | Outstanding Research, Innovation, Education and Learning  | <input type="checkbox"/>            |
| Health and Care Standards  |   |                                     |
| (please choose)  | Staying Healthy   | <input checked="" type="checkbox"/> |
|  | Safe Care   | <input checked="" type="checkbox"/> |
|  | Effective Care  | <input checked="" type="checkbox"/> |
|  | Dignified Care  | <input checked="" type="checkbox"/> |
|  | Timely Care   | <input checked="" type="checkbox"/> |
|  | Individual Care   | <input checked="" type="checkbox"/> |
|  | Staff and Resources   | <input type="checkbox"/>            |
| Quality, Safety and Patient Experience   |   |                                     |
| The report highlights the current partnership arrangements with Local Authorities and other partners. These arrangements have been developed to improve outcomes for patients and mitigate any quality and safety risks.   |   |                                     |
| Financial Implications   |   |                                     |
| The recommendations made are not associated with any financial implications. Members of the Committee are not being asked to consider or approve any financial assumptions.  |   |                                     |
| Legal Implications (including equality and diversity assessment)   |   |                                     |
| There are no legal implications associated with this report or the plans outlined within it. The Health Board is fulfilling the statutory requirements placed on it to participate in the partnerships outlined in this paper.   |   |                                     |
| Staffing Implications  |   |                                     |
| There are no staffing implications associated with this report or the plans outlined within it.  |   |                                     |
| Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)   |   |                                     |
| The actions outlined in the report support the five ways of working outlined in the Act. Swansea Bay UHB is working collaboratively with partner organisations to identify improved ways of working to support the longer term strategic vision of the organisations involved. |   |                                     |
| <b>Report History</b>  | This Board considered a previous Partnership Report Update on 26 <sup>th</sup> September 2019.  |                                     |
| <b>Appendices</b>  | <b>Appendix 1 Regional Partnership Board minutes</b><br><b>Appendix 2 Adult Transformation Board Minutes</b><br><b>Appendix 3 CYP Transformation Board Minutes</b><br><b>Appendix 4 Integrated Transformation Board Minutes</b> |                                     |

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|  | <b>Appendix 5 Social Care, Health and Housing Group Minutes</b><br><b>Appendix 6 Swansea Public Services Board Minutes</b><br><b>Appendix 7 Regional Collaborative Committee Minutes</b><br><b>Appendix 8 Area Planning Board Minutes</b><br><b>Appendix 9 NPT Community Safety Partnership Minutes</b> |
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**West Glamorgan Regional Partnership Board****18<sup>th</sup> July 2019****3.30 – 5.30****The Centre, Baglan**
**Partneriaeth**  
 Ranbarthol  
 Gorllewin  
 Morgannwg

 West  
 Glamorgan  
 Regional  
**Partnership**
**DRAFT Minutes****Attendees**

| <b>Name</b>                  | <b>Organisation</b>                             | <b>Initials</b> |
|------------------------------|---|-----------------|
| Councillor Rob Jones (Chair) | Neath Port Talbot CBC                           | RJ              |
| Councillor Peter Richards    | Neath Port Talbot CBC                           | PR              |
| Councillor Alan Lockyer      | Neath Port Talbot CBC                           | AL              |
| Phil Roberts                 | Swansea Council                                 | PRo             |
| Councillor Mark Child        | Swansea Council                                 | MC              |
| Tracy Myhill                 | SBU HB  | TM              |
| Andrew Jarrett               | Neath Port Talbot CBC                           | AJ              |
| Dave Howes                   | Swansea Council                                 | DH              |
| Siân Harrop-Griffiths        | SBU HB  | SHG             |
| Gaynor Richards              | NPT CVS   | GR              |
| Caritas Adere                | Swansea Council                                 | CA              |
| Maggie Berry                 | SBU HB  | MB              |
| Emma Tweed                   | Care & Repair                                   | ET              |
| Linda Jaggars                | Carers Representative                           | LJ              |
| Kelvin Jones                 | Alternate Service User / Citizen Representative | KJ              |
| Adele Rose Morgan            | Service User / Citizen Representative           | ARM             |
| Melanie Minty                | Care Forum Wales                                | MM              |
| Anne Newman                  | Alternate Carers Representative                 | AN              |
| Nicola Trotman               | West Glamorgan                                  | NT              |
| Emma Jones                   | West Glamorgan                                  | EJ              |
| <b>In attendance</b>         |   |                 |
| Melanie Blake                | West Glamorgan                                  | MBI             |
| Emma Woollett                | SBU HB  | EW              |
| <b>Apologies</b>             |   |                 |
| Councillor Rob Stewart       | Swansea Council                                 | RS              |
| Councillor Clive Lloyd       | Swansea Council                                 | CL              |
| Steven Phillips              | Neath Port Talbot CBC                           | SP              |
| Debbie Smith                 | Swansea Council                                 | DS              |



| Ref      | Item  | Action / Decision  |
|----------|---|--|
| <b>1</b> | <b>Welcome, Introductions and Apologies</b>   |  |
| 1.1      | Cllr Jones opened the meeting. Noted that following departure of Andrew Davies, the RPB Vice Chair position was vacant.   |  |
| 1.2      | It was agreed to send a letter to Andrew Davies thanking him for his contribution as Vice Chair to the Board and to regional working.   | <b>NT to draft a thank you letter to AD on behalf of RPB Chair</b> |
| 1.3      | Members of the Board noted that they experienced difficulties with the new format of papers sent by the West Glamorgan Programme Office given some of the paperwork did not come out in sequence. Noted previous format had been to embed documents into the agenda, however some members had problem with this. Further discussion on optimum way to circulate the agenda and papers for future meetings is required |  |
| <b>2</b> | <b>Declarations of Interest</b>   |  |
| 2.1      | No declarations of interest were raised   |  |
| <b>3</b> | <b>Draft Minutes of Previous Meeting – 17<sup>th</sup> January 2019</b>   |  |
| 3.1      | AN queried the guidance relating to statutory responsibility for carers respite and promoting the carers own wellbeing, including the causes of loneliness and isolation, in accordance with Welsh Government's expectation that £15m for adult preventative services for adults in need of care and support, and support for carers should be used to improve direct support for carers.                             |  |
| 3.2      | Agreed as an accurate account of the meeting with amendments  |  |
| <b>4</b> | <b>Matters Arising and Action Log</b>   |  |
| 4.1      | Scrutiny panel  |  |
| 4.1.1    | Concerns raised over how we resource a regional scrutiny panel. MC referred to a Welsh Government letter which noted they were looking to remove Community Health Councils and this could include a power of scrutiny. Noted programme arrangements would need time to bed in properly and agreed not to pursue regional scrutiny arrangements at this time and review again in nine months                           | <b>Review the need for a regional scrutiny panel in 9 months</b>   |
| 4.2      | Welsh Government ICF Funding Application Form   |  |
| 4.2.1    | Noted that the issue around the application form had been raised in the Minister's visit. It was agreed to close this action  | <b>Close action</b>  |
| 4.3      | WCVA High Level Findings from Interviews with RPB Chairs Report – Role of the Non-Public Sector Members   |  |
| 4.3.1    | This has not been progressed due to time constraints but a further report has been sent around the themes of the findings which will brought to a future meeting  | <b>To be added to the future agenda</b>                            |

| Ref      | Item  | Action / Decision  |
|----------|---|--|
| <b>5</b> | <b>West Glamorgan Action Plan 2019-2021 and Action Plan Progress Update for 1<sup>st</sup> Quarter (April to June)</b>  |  |
| 5.1      | The Action Plan was not approved at the last meeting as revisions were required following discussions at the Transformation Board meeting prior to Regional Partnership Board meeting   |  |
| 5.2      | NT noted that the Welsh Government template for the Action Plan was not helpful. A progress update report for the Action Plan had been developed by West Glamorgan Programme Office which was more user-friendly.                             |  |
| 5.3      | NT briefed the Board on the Action Plan progress to date which includes a summary of the workstreams within the Adults, Children and Young People and Integrated Transformation Boards  |  |
| 5.4      | Emma Woollett welcomed the progress update for the action plan, though requested that the reason for RAG status and future milestones are included in future versions.  | <b>Revise action plan progress update to include reason for RAG status and future milestones</b> |
| 5.5      | Noted there was an opportunity to resubmit a revised bid for Hospital to Home, with a reduced financial envelope of approximately £2m.  |  |
| 5.6      | AN noted that she had feedback from carers that their adult children had not had their recommendations followed up in relation to their outcome focussed assessment plans. MB requested information was sent to her so she could investigate. | <b>AN to send information to MB in order that she could investigate</b>                          |
| 5.7      | AN requested further information in terms of outcome focused assessments within the legal framework of the Social Services and Wellbeing Act.   | <b>MB to provide information to AN</b>   |
| 5.8      | KJ noted he does not have lived experience in relation to CYP, so alternate rep will be needed for the CYP Transformation Board.  |  |
| 5.9      | The Board approved the 1 <sup>st</sup> quarter Action Plan  |  |
| <b>6</b> | <b>Representatives on Regional Partnership Board and Terms of Reference</b>   |  |
| 6.1      | NT noted that the vacant positions on the Board should be filled shortly  |  |
| 6.2      | It was agreed to have two Carer and Citizen representatives, with voting rights, with alternative representatives to only attend meetings where members are unable  | <b>Agreed to have 2 carer and 2 citizens reps with voting rights</b>                             |
| 6.3      | It was agreed to consider the inclusion of the Police and Crime Commissioner and Chief Superintendent on the relevant Transformation Boards and / or Implementation Groups.   |  |
| 6.4      | Regional Partnership Board minutes to be sent to the Police and Crime Commissioner once approved  |  |

| Ref       | Item  | Action / Decision                                       |
|-----------|---|---|
| 6.5       | <p>The method in which to nominate a Vice Chair was discussed and it was agreed that this is a decision for the Board. Cllr Child put forward a nomination that Emma Woollett Interim Chair of Swansea Bay University Health Board be appointed as the new RPB Vice Chair. This was seconded.</p> <p>Discussion took place around the length of office for the RPB Chair and Vice Chair. NT to enquire into other region's arrangements and then clarify arrangements within the TOR.</p> | <b>Agreed Emma Woollett appointed as RPB Vice Chair</b> |
| 6.7       | AN confirmed she had a few queries on the TOR. Agreed discussion to take place outside the meeting to review.   | <b>Discussion with AN regarding TOR queries</b>         |
| <b>7</b>  | <b>Letter in Response to Minister's Visit</b>   |   |
| 7.1       | The Ministerial visit took place on 13 <sup>th</sup> June   |   |
| 7.2       | The visit was successful and a letter of acknowledgment has been drafted on behalf of the Regional Partnership Board with particular reference to the outstanding transformation proposal for Hospital to Home  | <b>RPB members endorsed the letter</b>                  |
| 7.3       | NT informed the Board that there is a second Ministerial visit taking place in relation to Our Neighbourhood Approach on 9 <sup>th</sup> September  |   |
| <b>8</b>  | <b>Western Bay Annual Report 2018 – 2019</b>  |   |
| 8.1       | The report is the last of its kind under the auspices of the 'Western Bay Health and Social Care Programme'. It describes the Board's key achievements during 2018/19 and outlines the next steps for partners entering into the newly formed regions of 'West Glamorgan' and 'Cwm Taf Morgannwg'   |   |
| 8.2       | An easy read and Welsh version is in progress   |   |
| 8.3       | The Annual Report was submitted to Welsh Government within the deadline of the end of June  |   |
| <b>9</b>  | <b>Research, Innovation &amp; Improvement Hub Funding Proposal</b>  |   |
| 9.1       | A proposal has been developed for the establishment of a new Research, Innovation & Improvement Co-ordination Hub.  |   |
| 9.2       | The Regional Research, Innovation and Improvement Hub Team will complement the West Glamorgan Transformation Programme Office and be co-located with the team which is currently hosted by Swansea Council  |   |
| 9.3       | The proposal has been approved by the Integrated Transformation Board and Executive Board   |   |
| 9.4       | The Board endorsed the proposal   |   |
| 9.5       | The proposal is to be submitted to Welsh Government for formal approval   |   |
| <b>10</b> | <b>Regional Partnership Board Evaluation Funding Proposal</b>   |   |
| 10.1      | Welsh Government has provided evaluation guidance which confirms that each Regional Partnership Board will receive  |   |

| Ref       | Item   | Action / Decision   |
|-----------|--|---|
|           | additional funding to support the wider performance and evaluation function of the Regional Partnership Board  |   |
| 10.2      | The Board endorsed the proposal  |   |
| 10.3      | The proposal is to be submitted to Welsh Government for formal approval  |   |
| <b>11</b> | <b>West Glamorgan Communications Plan</b>  |   |
| 11.1      | The West Glamorgan Communications Plan has been developed co-productively with citizens. It identifies target audiences and captures key messages for dissemination  |   |
| 11.2      | A pilot scheme will be trialled on Twitter and Facebook as well as a re-launch of the website. There is also a proposal for a citizen led Facebook page to enable citizen representatives to link in with residents in the region online   |   |
| 11.3      | The communication plan was noted by the Board  |   |
| <b>12</b> | <b>Integrated Care Fund Investment Plan Update 2019 – 2020</b>   |   |
| 12.1      | The report provides a summary of the Integrated Care Fund for 2019 – 2020 and includes feedback from Welsh Government on the ICF Revenue Investment Plan   |   |
| 12.2      | Additional funding of £200k for regions has been confirmed by Welsh Government to build regional capacity in a way that will tangibly improve access for children and young people in need of low level intervention and prevention activity   |   |
| 12.3      | Second round of ICF capital schemes have been submitted to Welsh Government to allocate the remaining ICF capital funding  |   |
| 12.4      | AN questioned what steps are being taken to ensure that the region will reach the 20% funding for Third Sector and Social Value Projects. NT explained that future funding approach could be more of a commissioned approach, though the process has not yet been developed, though would need to consider this funding condition. |   |
| 12.5      | Ann Newman asked how the ICF funded schemes are addressing the three Learning Disability ICF priorities. NT to review and provide the information to Anne Newman.  | <b>NT to provide information to AN in relation to LD priorities</b> |
| 12.6      | The ICF Investment Plan update was noted by the Board  |   |
| <b>13</b> | <b>Western Bay Performance and Finance Summary Update 2018 – 2019</b>  |   |
| 13.1      | The report includes the Western Bay Performance and Finance Summary Update 2018 – 2019 for all the ICF funded schemes and the associated detailed ICF overall monitoring return  |   |
| 13.2      | AN queried the following points:   |   |
| 13.2.1    | Why only 8% of the budget was spent on Carers.<br>NT noted that £200k of the ICF funding was ring-fenced to carers and that there would be some additional schemes that had carers as the secondary beneficiaries.   |   |

| Ref       | Item  | Action / Decision   |
|-----------|---|---|
| 13.2.2    | Why has £584, 681 been spent on LD and MH when Mental Health is not an ICF objective.<br>NT noted that mental health was agreed as a priority within Western Bay over 2 years ago.  |   |
| 13.2.3    | Of the 8% spent on Carers, how much was allocated to the third National Priority for Carers – namely that all carers must have reasonable breaks from the caring role to enable them to maintain their capacity to care, and to have a life beyond caring | <b>Review funding allocated to carers breaks</b>  |
| 13.3      | The Western Bay Performance and Finance Summary Update was noted by the Board   |   |
| <b>14</b> | <b>Western Bay Carers Partnership Annual Report 2018 – 2019</b>   |   |
| 14.1      | SHG updated the Board on the progress of implementation of the Western Bay Carers Partnership Board Action Plan for 2018 – 2019   | <b>Produce a letter of thanks to Hilary Dover, as Chair and Sue Cooper, as Vice Chair</b> |
| 14.2      | Noted the new Chair of the Carers Partnership Board was Gaynor Richards   |   |
| 14.3      | The Western Bay Carers Partnership Board Annual Report was noted by the Board   |   |
| <b>15</b> | <b>Commissioning for Complex Needs MJ Award</b>   |   |
| 15.1      | The West Glamorgan Commissioning for Complex Needs Project received a commendation from the MJ Local Government Achievement Awards after a submission last year   |   |
| <b>16</b> | <b>Intermediate Care Fund Third Sector Showcase Event Feedback</b>  |   |
| 16.1      | Summary feedback on the Intermediate Care Fund Third Sector Showcase Event Feedback in March 2019   |   |
| <b>17</b> | <b>Urgent Items</b>   |   |
| 17.1      | Some Board members requested that the meeting in October be pushed back by 30 minutes with a half hour pre-meeting  | <b>Amend times of pre-meeting and main meeting</b>  |
| 17.2      | Financial assistance for caring duties was requested  |   |
| 17.3      | It was requested that future meetings be moved to the mornings instead of the afternoon   | <b>Confirm with statutory partners whether this option is viable</b>                      |
| 17.5      | Circulate webinar recordings to RPB members.  |   |
| 17.6      | Due to time constraints within the meeting it was agreed to email any questions relating to the agenda pack in advance of all future meetings to allow time for West Glamorgan Programme Office to respond to questions.                                  |   |

**Date of Next Meeting**

17<sup>th</sup> October  
10.30 – 12.30  
Venue TBC

*The meeting closed at 5.30*

# West Glamorgan Adults Transformation Board Meeting Notes



**Partneriaeth**  
Ranbarthol  
Gorllewin  
Morgannwg

West  
Glamorgan  
Regional  
**Partnership**

|                        |  |
|------------------------|--|
| <b>Date of Meeting</b> | 19 <sup>th</sup> September 2019  |
| <b>Time</b>            | 9.00 – 12.00   |
| <b>Attendees</b>       | David Howes (Swansea), Andrew Jarrett (Neath Port Talbot), Kelvin Jones (Citizens Rep), Linda Jagers (Carer Rep), Melanie Blake (West Glamorgan), Elaine Tanner (West Glamorgan), Deborah Reed (Swansea), Nicola Trotman (West Glamorgan), Dai Roberts (Swansea Bay Health Board), Amanda Carr (Swansea CVS), Hilary Dover (Swansea Bay Health Board), Aileen Flynn representing Jo Abbott-Davies (Swansea Bay University Health Board), Angela Thomas (Neath Port Talbot), Gareth Howells (Swansea Bay University Health Board), Gareth Bartley (Swansea Bay University Health Board), Kirsty Roderick (West Glamorgan) |
| <b>Apologies</b>       | Jo Abbott-Davies (Swansea Bay University Health Board), Chris White (Swansea Bay University Health Board), Gaynor Richards (Neath Port Talbot CVS, Sian Harrop-Griffiths (Swansea Bay University Health Board)   |

| <b>Agenda Item</b>                    | <b>Discussion</b>   | <b>Actions / Decisions</b>   | <b>Action</b> |
|---------------------------------------|---|--|---------------|
| 1. Welcome and Apologies              | Apologies were noted  |  |               |
| 2. Declarations of Interest           | There were no declarations of interest  |  |               |
| 3. Minutes of Last Meeting            | The minutes were agreed as accurate   |  |               |
| 4. Action Log and Outstanding Actions | <p><b>Coproduction strategy:</b><br/>This is being developed with the Coproduction Group but Kelvin Jones highlighted that all partners need to be involved and needs to be wider than the Coproduction Group otherwise the strategy is likely to fail<br/>Lee Cambule to set up a task and finish group for citizens to coproduce the project plan and PID initially.<br/>In terms of the dementia work will need to link in citizens.</p> | <p><b>Action:</b> Lee to set up a task and finish group for citizens to coproduce the project plan and PID</p> | LC            |

| Agenda Item                                     | Discussion   | Actions / Decisions  | Action                  |
|---|--|--|-------------------------|
|   | <p><b>Project Initiation Document and Programme Plan Hospital to Home:</b><br/>There is a Third Sector representative on the group and NPTCVS is recruiting for a citizen representative</p> <p><b>Project Initiation Document and programme plan for Dementia Strategy:</b><br/>In progress slight delay to annual leave and diary clashes</p>  |  |                         |
| <p>5. Hospital to Home Implementation Group</p> | <p>WG have still not responded on the revised transformation fund proposal for Hospital to Home (£2.2m). Agreed a West Glamorgan response to WG be drafted to request a response to the revised bid.</p> <p>If the funding proposal is not approved, the scheme will still continue though on a different scale, utilising the Integrated Care Funding and an element of Dementia funding; a financial breakdown and workforce requirement has been prepared.</p> <p>The regional core principles for Hospital 2 Home were agreed.</p> <p>The 3 pathway approach was agreed and is the first stage of implementation; the pathways will be reviewed and patient flow will be monitored as part of the performance measures. It was noted that a future step change could include merging pathways 1 &amp; 2. Noted that the model will be translated for staff to use when talking to citizens, i.e. number of weeks will not be discussed as it will be a needs based approach.</p> <p>Agreed to add in option for no support required after trusted assessor</p> | <p><b>Action:</b> Elaine Tanner to draft a letter for RPB to request feedback and forward to Nicola Trotman</p> <p><b>Action:</b> Add in option for no support required after trusted assessor</p> | <p>ET/NT</p> <p>MCG</p> |



| Agenda Item | Discussion  | Actions / Decisions  | Action     |
|-------------|---|--|------------|
|             | <p>The data required to model the John Bolton approach is almost complete; there have been a number of challenges in terms of partners recording data in different ways; however with support from each partners performance and data leads this is now in place and giving clarity in terms of current throughput. Noted that phase 1 was to collect the current data after which future data needed to be considered. HD noted Somerset took 2 years to go get their data right. Directors requested a meeting with the key officers to review the data to have the opportunity to ask questions and to include John Bolton in that meeting.</p> <p>Discussion took place around the risk that if people come out not medically fit into the community that Social Care will need to pick this up. Noted that the trusted assessor role was key. The risk around increasing waiting lists in the community was also discussed. HD noted the nervousness from partners regarding these risks and noted a big bang approach versus a staged approach may need to be considered. Once implemented agreed that the monitoring and performance management will be key to ensure safeguarding. The Board agreed that the implementation process should proceed however still seek reassurance around delivery and impact.</p> <p>The recruitment profile was agreed though recognised that further tweaks may be made once further discussions take place. Agreed that the ICF dementia element (£500k) of the funding will be utilised as many patients with cognitive issues, though outcomes for this will need to be captured.</p> <p>Agreed that the split of funding will be based on localities rather than organisations.</p> | <p><b>Action:</b> Schedule a meeting with Directors, key officers and John Bolton to review the data</p> <p><b>Decision:</b> Agreed that the implementation process should proceed however still seek reassurance around delivery and impact.</p> <p><b>Decision:</b> Recruitment profile was agreed in principle, pending further tweaks once further discussions had taken place</p> <p><b>Decision:</b> Agreed the split of funding will be based on localities and if slippage available can cover element of regional therapy posts</p> | <p>MCG</p> |

| Agenda Item   | Discussion  | Actions / Decisions  | Action        |
|---|---|--|---------------|
|   | <p>A summary document for the H2H model has been produced. Agreed that this needs to be utilised by all staff to ensure consistent messages. Kelvin Jones noted some of the language not quite right and will pick up with Kirsty Roderick.</p> <p>The Adult Transformation Board noted again that the review and refocus of the Optimal Model and Hospital to Home are closely linked; therefore it was agreed the elements of community reablement will fall under the same work stream as Hospital 2 Home; the leads for both elements are the same and working together will ensure continuity of services alongside the implementation of the new model.</p> <p>There is now Third sector representation on the implementation group.</p> <p>DH noted the good work that had taken place and thanks to all staff involved.</p> | <p><b>Decision:</b> Agreed this summary document to be used by all partners to ensure consistent messages, pending minor tweaks from Kelvin Jones.</p> | <p>KR/ KJ</p> |
| <p>6. Review of Optimum Model for Intermediate Care Services Highlight report</p> | <p>Deb Reed briefed the Board on the highlight report and ran through the review of outcomes and issues</p> <p>The workshops in July enabled the pathways for each locality to be mapped; additionally we now have clarity on the funding stream and workforce currently supporting each component of the Optimal model.</p> <p>The hospital discharge reablement will be covered by the H2H programme - Community Reablement will not be supported via the H2H work stream, therefore Optimal model review will focus on:</p> <ul style="list-style-type: none"> <li>Multi-disciplinary Team in the Common Access Point (including Mental Health service provision)</li> </ul>   |  |               |

| Agenda Item | Discussion  | Actions / Decisions  | Action    |
|-------------|---|--|-----------|
|             | <ul style="list-style-type: none"> <li>• Third sector broker</li> <li>• Community reablement</li> <li>• Step up – support to avoid a hospital admission</li> <li>• Dementia support workers to increase access to services</li> </ul> <p>The Acute Clinical Teams are already part of the Health board 'Keep Well at Home' work</p> <p>Directors keen to understand a picture of what the optimum model should include, which includes setting out a vision, the approach across the region, the resource required to cope with level of demand and then assess what the funding gap is in order that we can then prioritise the things which provide the greatest impact and cost efficiencies.</p> <p>Given the amount of overlap with H2H this work had not been finalised given there was a risk that it could duplicate what we are doing in H2H.</p> <p>It was noted that neither system started with common model and that initially we needed to build on core and the assumption had never been it would be identical.</p> <p>Issue around funding for a dementia support nurse was discussed. There has been an agreement to an extension of one month to continue working in CAP in Swansea<br/>Agreed that any decisions would need to be agreed on a local basis via Joint Partnership Board.</p> <p>Optimum model was now based on current population and is no longer optimum and therefore calling it Optimum Model</p> | <p><b>Action:</b> Raise issue of funding dementia support nurse in JPB in Swansea for decision</p> | <p>ET</p> |

| Agenda Item   | Discussion   | Actions / Decisions   | Action                 |
|---|--|---|------------------------|
|   | <p>was confusing and an opportunity to therefore consider rebranding it.</p> <p>Cordis Bright evaluation had concluded the optimum model included the right services, but not enough. Since then the HB carried out a bed utilisation survey and the John Bolton model was introduced and both are telling us the same thing, services are in the wrong place.</p> <p>Agreed the 2 elements would need to include what is best model and how we implement it, whilst considering how aspirational we want to be, however when considering the level of investment we will need to consider future reductions of core funding across HB and LAs</p> <p>The Registration of Domiciliary care workers was raised as an issue; despite regional support to help individuals attain the required qualifications, there is concern that if registration documentation and fees are not paid by 13<sup>th</sup> January Social Care Wales will be unable to process all applications before 31<sup>st</sup> March. The implication is that unregistered individuals will not be able to provide social care from 1<sup>st</sup> April; this will destabilise an already fragile service.</p> <p>The Board agreed to write to Social Care Wales, on behalf of Adults Board Chair, to ask if any contingency plans are in place to ensure providers are able to deliver a service beyond 31<sup>st</sup> March.</p> | <p><b>Action:</b> Confirmation of timescales in relation to this product.</p> <p><b>Action</b> Elaine Tanner to draft a letter for Dave Howes to send to SCW for clarification of any risk beyond 31<sup>st</sup> March</p> | <p>ET/DR</p> <p>ET</p> |
| 7. Adult Mental Health Strategic Framework PID and Programme Plan | Aileen Flynn took the Board through the Project Plan and PID on behalf of Jo Abbott-Davies   |   |                        |

| Agenda Item | Discussion   | Actions / Decisions   | Action |
|-------------|--|---|--------|
|             | <p>Aileen Flynn outlined in the governance structure, each Implementation Group will meet two weeks before each Partnership Thursday and all dates have been set.</p> <p>Kelvin Jones questioned whether project leads had received coproduction training. Aileen Flynn confirmed that regional coproduction officers are in place and can start mentoring and training other officers</p> <p>Nicola Trotman re-emphasised that recruitment is taking place to ensure that each Implementation Group includes citizen representatives</p> <p>The comprehensive Project Initiation Document and programme plan was welcomed and approved at the Board meeting.</p> <p>It was noted that the Sanctuary Model will be ready to be implemented by February 2020. The service specification for the sanctuary model was agreed this week and will go out to be commissioned next week</p> <p>Noted that beds had been closed in Tonna Hospital and concerns raised that patients were now going into care homes though staff unable to support some of these patients. Directors noted that they had been not sighted on closure of beds, however local authority officers were represented on the Older People Mental Health (OPMG) Group. Agreed future recommendations to be made by the OPMH Group and then escalated to the Adults Board for decision.</p> | <p><b>Decision:</b> The PID and programme plan was approved</p> <p><b>Decision:</b> Implementation Groups to bring recommendations to the Adults Transformation Board for decision.</p> |        |

| Agenda Item   | Discussion   | Actions / Decisions   | Action                    |
|---|--|---|---------------------------|
|   | <p>Agreed 3 project managers and admin post to be recruited until March 2021, hosted by SBUHB and funded by ICF. Aileen Flynn is Programme Manager and SRO is Gareth Howells.</p> <p><b>Programme and Project Support across whole Programme</b></p> <p>Noted that there was varying funded programme and project support across the different programmes and projects, all of which are funded on a temporary basis which provide challenges in terms of retention. Discussed the advantages of developing a career structure for these types of posts. Agreed to review this types of posts including the central team, including use of local resource to ensure equity across the region.</p>  | <p><b>Decision:</b> Approved the 3 project managers and admin post to be recruited until March 2021</p> <p><b>Action:</b> Review programme and project management resource across the whole programme</p> | NT                        |
| 8. Dementia Strategic Framework Highlight Report and Draft Regional Strategic Framework | <p>Gareth Howells briefly ran through the reports</p> <p>An outline strategic framework has been drafted; Swansea University are progressing engagement with carers and will also engage people living with Dementia to find out what services they access, feedback on services and what they want. This builds on the conference feedback in February.</p> <p>Board members to provide comments on the draft regional strategic framework to Alex Tincombe by end of October.</p> <p>The Board requested a detailed timeline, with key milestones, for delivery of the strategic framework and key regional priorities to be brought to the next Adults Board meeting.</p> <p>Linda Jagers pointed out that not all local services were listed within the report and also stated that some services were</p> | <p><b>Action:</b> Board members to provide comments to Alex by end of October</p> <p><b>Action:</b> Project Plan timescales to be included and brought back to the next Adults Board meeting</p>          | <p>ALL</p> <p>GH / AT</p> |

| Agenda Item   | Discussion   | Actions / Decisions   | Action    |
|---|--|---|-----------|
|   | <p>based quite a distance away from dementia sufferers and carers and can be expensive</p>   |   |           |
| <p>9. Commissioning for Complex Needs Programme</p> | <p>Gareth Bartley and Melanie Blake briefed the Board on the highlight report</p> <p>Melanie Blake notified the Board that there have been delays due to the recruitment of assessors. NPT currently have a local transformation and review team. Swansea aim to create team similar to NPT and gave one month deadline for setting up. Agreed that the work within the teams will work to the same process to right size and identify outcomes for individuals at assessment stage.</p> <p>Health have not yet recruited nurse outcome focused assessors, though Health would need to be part of this regional approach given there are joint funded packages to be reviewed. Agreed that a decision from Health would be needed as to whether staff would be part of the transformation teams or separate. Decision to be made within a month and can be picked up in the Directors call to confirm the position.</p> <p><b>Joint Funding Matrix</b><br/>Further clarity requested on the financial impact of the matrix for joint funded packages of care. Section 117 and CHC packages are out of scope. Transformation Manager to meet with finance leads to discuss the tool. Noted that additional benefit of utilising the matrix would speed up system and process time with reduction in officer's time involved. Process will bring a joined up view which is needs based and clarity around what is health and social care need.</p> | <p><b>Action:</b> Health to make a decision by next month if they will be utilising the ICF available</p> | <p>GB</p> |

| Agenda Item                           | Discussion  | Actions / Decisions   | Action    |
|---------------------------------------|---|---|-----------|
|                                       | <p>Board members noted that all partners will need to understand implications of the matrix, what process will need to be followed, what will impact be and what are financial consequences. Finance leads and Heads of Service/Service Lead to review financial implications of implementing the tool.</p> <p>Noted longer term aspiration which came from the CYP with complex needs workshop was to develop a pooled fund.</p>   | <p><b>Action:</b> Joint Finding Matrix going to Finance leads on the 15<sup>th</sup> of October</p> | <p>MB</p> |
| <p>10. Pooled Fund for Care Homes</p> | <p>The pooled fund for care homes reporting mechanisms are in place. Welsh Government have commissioned KPMG to audit the development of the Pooled fund for care homes arrangements across Wales. Key officers are due to join a conference call in the coming weeks and all paperwork requested has been submitted.</p> <p>The West Glamorgan Regional Finance and Pooled fund manager has been recruited and will commence once all the usual pre employment checks are completed.</p> |   |           |
| <p>11. AOB</p>                        | <p>Thanks were expressed to Elaine Tanner for her hard work and support provided and contributions in her role as Transformation Manager</p>  |   |           |

**Date of Next Meeting:** 12<sup>th</sup> December 2019



## West Glamorgan Children's Transformation Board Minutes



**Partneriaeth**  
Ranbarthol  
Gorllewin  
Morgannwg

West  
Glamorgan  
Regional  
**Partnership**

|                        |   |
|------------------------|---|
| <b>Date of Meeting</b> | 19 <sup>th</sup> September 2019   |
| <b>Time</b>            | 15:00 – 17.15   |
| <b>Attendees</b>       | Andrew Jarrett (Neath Port Talbot), Dave Howes (Swansea), Melanie Blake (West Glamorgan), Kelly Gillings (West Glamorgan), Aileen Flynn (Swansea Bay University Health Board), Jo Abbott-Davies (Swansea Bay University Health Board), Nicola Trotman (West Glamorgan), Kelvin Jones (Citizen Rep), Linda Jagers (Carer Rep), Emma Jones (West Glamorgan), Gareth Howells (Swansea Bay University Health Board), Keri Warren (Neath Port Talbot), Sian Harrop-Griffiths (Swansea Bay University Health Board), Amanda Carr (SCVS), Melanie Blake (West Glamorgan), Nichola Rogers (Western Bay Adoption Service), Megan Reynolds (Swansea Bay University Health Board), Julie Davies (Neath Port Talbot), Kirsty Roderick (West Glamorgan), Ifana Davies (MAPSS), Chris Francis (Swansea), Gemma Whyley (Swansea), Tanya Spriggs (Swansea Bay University Health Board), Zoe Ashton (Neath Port Talbot), Dr Richard Downs (MAPSS), Hayley Lurvey (Neath Port Talbot) |
| <b>Apologies</b>       | Julie Thomas, Mark Sheridan, Sam Williams, Gaynor Richards  |

| <b>Agenda Item</b>                      | <b>Discussion</b>  | <b>Actions / Decisions</b>           | <b>Action Taken By</b> |
|---|--|--------------------------------------|------------------------|
| 1. Welcome and Apologies                |  |                                      |                        |
| 2. Declarations of Interest             | None   | <b>No Action</b>                     |                        |
| 3. Minutes of last meeting for Accuracy | Agreed   | <b>No action</b>                     |                        |
| 4. Action Log                           | Action Number 1 – MAPSS SLA in progress<br>Action Number 4 – No SLA required for CAMHS liaison workers<br>Action No 5 – Agreed in Adults and Integrated Board earlier in the day | <b>Action – Close actions on Log</b> | MB                     |

| Agenda Item                               | Discussion   | Actions / Decisions  | Action Taken By                            |
|---|--|--|--|
| 5. Edge of Care and Flexi Support Project | <p>Project leads outlined their services and briefly presented their highlight reports.</p> <p>The two projects are a single approach starting in different places working towards a regional approach. A regional paper is required to describe this including how it is bringing health and social care together.</p> <p>HL outlined possible links with Education and the Wellbeing and Psychology team which covers the ERW footprint.</p> | <p><b>Action</b> – Overarching document to be written describing the regional approach and the integration between Health and Social Care.</p> <p><b>Action</b> – Strategic Lead for Health to be appointed to join group. Eirlys Thomas nominated.</p> <p><b>Decision</b> – PID signed off on the understanding there is an overarching document presented at next meeting</p> <p><b>Action</b> – Education and Project Leads to meet and discuss possible links.</p> | <p>KW/MB</p> <p>JAD/TS</p> <p>HL/JD/CF</p> |
| 6. Post Adoption Support                  | <p>Project lead outlined the service and briefly presented their highlight reports.</p> <p>Therapists have been recruited and they will be starting between now and December. Psychology post has been advertised twice but have not been successful in recruiting.</p> <p>NR highlight some slippage due to delays recruitment. Possible solution to utilise slippage would be to use for therapy costs used by the service.</p>              | <p><b>Action</b> – performance framework, governance and subgroup to be set up by December meeting</p> <p><b>Decision</b> – PID Agreed</p> <p><b>Action</b> – ZA to meet with NR to discuss options/solutions regarding the recruitment of Psychology post.</p> <p><b>Action</b> – Western Bay Adoption Management Board to consider options paper for slippage and</p>  | <p>NR</p> <p>ZA/NR</p> <p>NR/MB</p>        |

| Agenda Item  | Discussion  | Actions / Decisions   | Action Taken By                         |
|--|---|---|---|
|  |   | escalate recommendations to CYP Board for approval.   |   |
|  | NR highlighted the concerns with current accommodation. Vision is to have the whole service in one building.  | <b>Action</b> – Accommodation issue and any proposals be considered by the Western Bay Adoption Management Board  | NR                                      |
| 7. Multi Agency Planning Support Service (MAPSS)               | <p>ID outlined the service and presented their highlight report and options paper. The service is currently being delivered differently within each Local Authority. There has been a lot of positive outcomes from the work, however cost avoidance has been difficult to measure.</p> <p>Further detail is required about the options presented to the board including how will MAPSS fit into other therapeutic services across the region, including any services provided by education e.g. play therapy and in house services</p> | <p><b>Action</b> – HoS and health come up with options and a recommendation paper for discussion in the sub group. Bring initial draft paper to Directors weekly call to review. This can then inform the business case for MAPSS to be presented at the next CYP Board in December.</p> <p><b>Action:</b> Include Education rep in the sub-group</p> <p><b>Action</b> – Clarification required on whether BCBC will continue to be part of the service post April 2020</p> | <p>KW/JT/JAD/MB</p> <p>KW</p> <p>KW</p> |
| 8. Emotional Health and Wellbeing of Children and Young People | <p>Annex D was for decision by the board but has been resolved internally by health</p> <p>Delivery plan goes through the Emotional Health and Wellbeing board before being presented to the Board.</p>   | <b>Decision</b> – Agreed highlight report be used in future to report on progress, risks, issues and  | JAD                                     |

| Agenda Item   | Discussion  | Actions / Decisions   | Action Taken By |
|---|---|---|-----------------|
|   |   | decisions using the approach agreed across all Boards   |                 |
|   | JAD explained that it has not been possible to recruit the additional CAMHS Liaison Workers funded via ICF and they would like to use the funding to increase capacity for the integration of CAMHS through the implementation of a Single Point of Access  | <b>Action</b> – Change request to be completed for the ICF Project ( <i>Increased CAMHS Liaison Support – 25R</i> ) and sent to MB. | JAD/MB          |
|   | JAD stated that they have had positive feedback about the CAMHS Liaison Workers informally, however a more formal response is required and a questionnaire has been distributed. JAD highlighted there has been no response from NPT  | <b>Action</b> - JAD to inform KW who the questionnaires were sent to. KW to chase and respond to JAD by end of October.             | KW/JAD          |
|   | DH queried if the Early help hubs in Swansea are linked with the CAMHS liaison post? The liaison posts are currently linking in with the new Emotional Health and Wellbeing Officers that are based within school clusters. There is opportunity for linking in with the Early Help Hubs as they are developed. | <b>Action</b> – Swansea Council and Health to link to discuss options of working within the Early Help Hubs                         | JAD/JT          |
| 9. Regional Strategy for West Glamorgan Children's Transformation Board | MB presented the Draft Regional Strategy and Plan on a Page.<br><br>As the strategy is developed it will need to include how services should integrate across the region to avoid duplication, fill in gaps and ensure they link together.  | <b>Action</b> – Board members to send comments to MB by end of October  | All             |
| 10. West Glamorgan Children Complex Needs National                      | Workshop has been held, positive feedback to how it went.   |   |                 |

| Agenda Item                  | Discussion  | Actions / Decisions   | Action Taken By |
|------------------------------|---|---|-----------------|
| Commissioning Board Workshop | <p>SHG asked what the next steps are and the group discussed:</p> <ul style="list-style-type: none"> <li>Resolving the funding issues with historical cases, findings from which can inform development of the principles going forward.</li> <li>Moving forward one option could include a pooled fund for packages of care</li> </ul> |   |                 |
| Urgent Item                  | Education Rep required for RPB  | <b>Action</b> – NT to write on behalf of AJ to directors for nomination of membership | NT              |

**Date of Next Meeting:** 12<sup>th</sup> December 2019

# West Glamorgan Integrated Transformation Board Meeting Notes



|                        |   |
|------------------------|---|
| <b>Date of Meeting</b> | 19 <sup>th</sup> September 2019   |
| <b>Time</b>            | 12.30 – 2.45  |
| <b>Attendees</b>       | Sian Harrop-Griffiths (Swansea Bay University Health Board), Nicola Trotman (West Glamorgan), Kelvin Jones (Citizen Representative), Linda Jagers (Cares Representative), Amanda Carr (Swansea CVS), Andrew Jarrett (Neath Port Talbot CBC), Angela Thomas (Neath Port Talbot CBC), Dave Howes (Swansea), Deb Reed (Swansea), Joanne Abbott-Davies (Swansea Bay University Health Board), Hilary Dover (Swansea Bay University Health Board), Lee Cambule (West Glamorgan), Aileen Flynn (Swansea Bay University Health Board), Tracey Bell (West Glamorgan), Lucy Jones (West Glamorgan) |
| <b>Apologies</b>       | Sarah Caulkin (Swansea), Gaynor Richards (Neath Port Talbot CVS)  |

| Agenda Item                             | Discussion  | Actions / Decisions   | Action For           |
|---|---|---|----------------------|
| 1. Welcome, introductions and apologies | Introductions were made and apologies given.  |   |                      |
| 2. Declarations of Interest             | There were no declarations of interest  |   |                      |
| 3. Minutes of Last Meeting              | Agreed as accurate.   |   |                      |
| 4. Action Log                           | <p><b>Housing Strategy:</b><br/>Neither the PID or Plan has been completed but work is in progress.</p> <p><b>Building resilience for citizen and carer representatives</b><br/>Noted that the action was wider than just sufficient resilience in terms of citizens and carers sitting on Boards, as also related to resilience in terms of training, development and resources. Action log to be updated.</p> | <p><b>Action:</b> The board agreed that the PID and project plan would be brought to the next meeting</p> <p><b>Action:</b> Update action log to reflect correct action</p> | <p>LC</p> <p>LFC</p> |

| Agenda Item   | Discussion  | Actions / Decisions                                     | Action For |
|---|---|---|------------|
|   | <p><b>Digital Transformation Programme Initiation Document:</b><br/>Tracey Bell is meeting with the Coproduction Group to discuss future engagement in terms of WCCIS development work.</p> <p><b>Social Care, Health and Housing Highlight Report:</b><br/>The output from Opinion Research Services (ORS) on local housing market needs assessment has been delayed and as the action was to bring this report to the Integrated Transformation Board, this action has been postponed until the report has been issued.</p> <p><b>Linking in with other citizens across the region:</b><br/>AC raised this at TSSW and at CVC Cymru. There was a will to connect people via the CVC network, though not all RPB'S are well developed in this area. AC to raise at the next Consortium meeting.</p>      | <p><b>Action:</b> To be reviewed at a later meeting</p> | <p>JAD</p> |
| <p>5. Draft Project Initiation Plan and Project Plan for Carers Regional Strategy</p> | <p>Lee Cambule briefed the Board on the draft PID and Plan that was taken to the Carers Partnership Board on 3<sup>rd</sup> September.</p> <p>LC confirmed the approach is based around developing an outline document (focused on the vision, principles and scope) by December 2019 based on initial engagement with carers representatives, in order to feed into the planning for 2020/21. This would be followed by a wider consultation early in 2020 and the submission of a fully co-produced strategic document by mid-2020.</p> <p>It was noted that not only does this project need to consider the wider input from carers and their representatives, it needs to clearly establish the connection between the regional strategy and the local delivery across the partner organisations.</p> |   |            |

| Agenda Item   | Discussion  | Actions / Decisions   | Action For |
|---|---|---|------------|
|   | <p>The Board expressed their thanks to Liz Griffiths-Hughes for the work and support given during her role as West Glamorgan Carers Coordinator and wished her well in her new role.</p> <p>It was confirmed that Liz Griffiths-Hughes began a stakeholder mapping process which will be followed up.</p> <p>It was agreed that the local and regional strategies must align. Dave Howes stated that Swansea will not produce a local strategy but will contribute to a regional strategy that will contain local authority specific aspects where required. It was agreed that the right people must be involved.</p>  | <p><b>Action:</b> Link with local officers regarding a Regional Carers Strategy</p> <p><b>Decision:</b> Board members approved the PID and project plan</p> | LC         |
| <p>6. Draft Programme plan for Digital Transformation and WCCIS and revised Draft Programme Initiation Document for Digital Transformation and WCCIS</p> <p>Digital Transformation Highlight Report</p> | <p>Tracey Bell confirmed that the PID has been updated as per the suggestions made at the last meeting and feedback from the first regional meeting.</p> <p>The first meeting of the Digital and WCCIS Implementation Group has taken place.</p> <p>The Plan has been developed with high level timelines but a detailed timeline is to be further developed in line with partner organisation's local plans</p> <p>The new post of West Glamorgan WCCIS Information &amp; Development Officer has been appointed.</p> <p>Tracey Bell confirmed that they have now met with all partners regarding regional aspirations and the draft strategy will be completed by the end of December</p> |   |            |



| Agenda Item                      | Discussion  | Actions / Decisions   | Action For |
|----------------------------------|---|---|------------|
|                                  | <p>The WCCIS team is working closely with Community Nurses and the Integrated Team to ensure alignment with Hospital 2 Home</p> <p>It was previously agreed to establish a central infrastructure with a more resilient support team and the proposed Project Officer role will be responsible for local as well as regional work around arranging training, meetings, administration and low level activities who will link with the central team as well as provide resilience.</p> <p>The Board endorsed the PID and current draft Plan.<br/>The Board endorsed the proposed Project Officer role.</p>   | <p><b>Decision:</b> The Board endorsed the revised PID and Plan<br/><b>Decision:</b> The Board endorsed the proposed Project Officer role</p> |            |
| 7. Coproduction Highlight Report | <p>Amanda Carr and Kelvin Jones presented the highlight report which provided an update following the latest Co-production Group meeting on 20<sup>th</sup> August 2019. Work is progressing to recruit more citizens representatives for the wider groups. It was pointed out that the low numbers of representatives currently spread across the various groups was an issue but it was also important to get the right people involved.</p> <p>There has been a lot of engagement in the recruitment of new staff with new members of staff already recruited (2 x part time Co-production Development Officers were appointed in early September).</p> <p>Next steps will include co-production of the Project Initiation Document and Project Plan through a Task &amp; Finish Group as well as agreeing the definition and approach to co-production which will be adopted.</p> <p>The group discussed the proposal to establish a limit on the number of citizen representatives to sit on each board/group,</p> |   |            |

| Agenda Item  | Discussion  | Actions / Decisions  | Action For              |
|--|---|--|-------------------------|
|  | in the event of a high level of interest from citizens. It was suggested that two citizen representatives sit on each Board / Implementation Group in order to build resilience however there was some debate about how applying this restriction could work in practice.   | <b>Action:</b> Coproduction Group to coproduce a request regarding Board / Implementation Group membership to be brought back to the next Integrated Board meeting | R / Co-production Group |
| 8. Social Value Project Plan and PID   | The Project Initiation Document presented the proposal for re-establishing the Social Value Forum following the change in the previous forum arrangements that was led from Bridgend before April 2019 and the change in the regional footprint. This approach covered running the Forum up to 2021 in line with the previously agreed ICF funding arrangements. It was noted that the key challenge for this initiative is to make sure the right people are invited to participate in the forum.<br>Project Plan and PID endorsed.  | <b>Decision:</b> The Board endorsed the Social Value Project Plan and PID  |                         |
| 9. Presentation on Cluster Whole System Approach and Our Neighbourhood Approach (Transformation Funded Programmes) | Kate Kinsman and Nune Aleksanyan provided the Board with a presentation on the Cluster Whole Systems Approach and Our Neighbourhood Approach (ONA) programmes under the Transformation Fund. This gave the Board an overview of the progress to date across the various clusters and key next steps. The Board noted the progress that has been made to date.<br><br>The Board were provided an update on the current procurement exercise to appoint an organisation to conduct the Transformation Funded Programme evaluation exercise. A preferred bidder has been identified and the award of contract process is currently underway. |  |                         |
| 10. Housing Strategy   | The Board noted that the original intention was to bring the Housing Strategy Project Initiation Document and Project Plan  |  |                         |

| Agenda Item                                 | Discussion  | Actions / Decisions   | Action For |
|---|---|---|------------|
| Highlight Report                            | <p>to this Board. It was acknowledge that this has not been possible due to a number of constraints and priority work however it was also noted by the Board that there is increasing pressure from Welsh Government to respond with a 5 year capital investment plan. The approach in West Glamorgan is to develop a Housing Strategy which identify key priorities that will inform the Capital Investment Plan.</p> <p>The next Social Care, Health and Housing Group meeting is scheduled for 21<sup>st</sup> October 2019. With the new Transformation Manager on board to support the progress on this work, the intention now is to target the December Regional Partnership Board to submit the proposed regional priorities and identification of the outcomes (from a capital investment perspective) that we would seek to commission for implementation. A Project Initiation Document and Project Plan will be developed as a priority in the coming weeks to submit to this Board.</p> <p>It was agreed that a Children representative should also be included on this group.</p> | <p><b>Action:</b> Children representative to be included as member of the Social Care, Health and Housing Group</p> | JAD/LC     |
| 11. Social Enterprise Highlight Report      | <p>The Board reviewed an updated Highlight Report with contributions from Swansea and Neath Port Talbot on the successes of the social enterprise engagement activities up to September 2019. Business plan to consider whether this would be funded in the future due in December 2019.</p>  | <p><b>Action:</b> Amanda Carr to provide business case in December for the part time Social Enterprise posts</p>    | AC         |
| 12. ICF Capital: Deed of Legal Charge Issue | <p>The Board noted the update on the ICF Capital deed of legal charge issue and the associated letter from the Chief Executive of Swansea Bay University Health Board (SBUHB) around compliance with the Welsh Government requirement relating to legal charges. This is an issue across Wales for all</p>  |   |            |

| Agenda Item | Discussion  | Actions / Decisions | Action For |
|-------------|---|---------------------|------------|
|             | <p>regions. It was noted that Welsh Government are planning to issue a variation to the grant letter but that until this was actioned, no further progress could be made at this time.</p> <p>Issue to be dealt with through the Business Assurance Group and will keep Integrated Board updated on progress.</p> |                     |            |
| 13. AOB     | Nicola Trotman confirmed Twitter handle for West Glamorgan Partnership is WGLAMPSHIP and will be set up shortly and circulated to all key partners.   |                     |            |

**Date of Next Meeting:** 12<sup>th</sup> December 2019

## Social Care, Health & Housing Group Meeting Minutes

**Date:** 21<sup>st</sup> October 2019  
**Time:** 13:00 - 15:00  
**Venue:** Committee Room 5, Guild Hall, Swansea

| Minute Reference | Agenda Item   | Action |
|------------------|---|--------|
|                  | <b>1. Introductions &amp; Apologies</b><br>The Chair welcomed everyone to the meeting.<br>Apologies were noted as in the above table.   |        |
| 01.10.2019       | <b>2. Minutes, Actions and Matters Arising</b><br><b>A) Minutes</b><br>The group reviewed Item 1 and agreed the minutes of the last meeting on 7 <sup>th</sup> August 2019 as an accurate reflection.<br><b>B) Actions</b><br>Actions brought forward:<br><b>Action:</b> The group noted that AF had circulated the draft Terms of Reference (ToR) for this group following the previous meeting. A few amendments were raised during the meeting and AF agreed to update the final details and re-circulate the ToR for agreement. JAD added that it should be clearly stated that Mark Wade (not present) was attending the group in his capacity as representative of the Regional Partnership Board, not as a representative of Swansea Council (as others are representing this organisation).   | AF     |
| 02.10.2019       | <b>Action:</b> The action for Anita Evans (not present) to liaise with the Regional Collaborative Committee (RCC) was outstanding, an update would be sought ahead of the next meeting.<br><b>Action:</b> Emma Jones (not present) had prepared a spreadsheet showing the proposals that had been prioritised for approval and the timeframe for monies to be spent, this was circulated at the meeting and the action closed.<br><b>Action:</b> The report due from ORS was still outstanding; PW reported that an updated draft had been shared with Swansea Council but further interpretation of the facts and figures had been requested from ORS. GE added that Neath Port Talbot Council may request the same report but indications were that the findings from ORS would not deliver what was specifically required by this group. | AE     |
| 03.10.2019       | <b>Action:</b> The requirement for an RSL representative on the RPB was outstanding. The group discussed the most suitable way of appointing a representative and agreed that LW and ? would raise a request through their  | LC     |

|                   |   |            |
|-------------------|---|------------|
|                   | <p>network channels. LC agreed to share a copy of the role description to allow this to be taken forward as an Expression of Interest (EOI).</p> <p><b>C) Matters Arising</b></p> <p>The Chair wished to thank AF for providing interim support for the group during the last six months and noted that LC would be providing ongoing support and co-ordination for future group meetings.</p>  |            |
| <b>04.10.2019</b> | <p><b>3. Strategy Development</b></p> <p>In support of Item 3 which was circulated ahead of the meeting, LC presented a slide pack regarding the approach to be taken to developing the regional strategic framework for transformation of housing in the context of health and social care over a five-year period. This covered the proposed structure of the regional strategy, timeframes for creation of the document and key milestones for this group to contribute to its development.</p> <p>GE raised the importance of being clear about the nature of this strategy, as the proposed title (Regional Housing Strategy) was not accurate. JAG agreed that the aim of the strategy was to focus on housing in the context of health and social care transformation but there was a key driver from Welsh Government in relation to the spending of capital funds, which this strategy would provide focus to achieve. JW added that even though most money may still be spent on smaller expenditure, it was important to be driven by a consistent strategy going forward.</p> <p>JAD emphasised the timescales for turning around this strategy and the commitment to RPB to provide a substantive strategy by January 2020 even if further development may be needed. Based on these timescales, the next group meeting would take the format of a workshop to co-produce the priorities for the strategy. The group were asked to consider whether it would be suitable for other stakeholders or colleagues in their organisation to contribute to this workshop. LC agreed to write out to group members including those not present in this meeting with this request.</p> | <b>LC</b>  |
| <b>05.10.2019</b> | <p><b>4. Strategy Context</b></p> <p>LC referenced the two draft papers that had been circulated prior to the meeting (Items 3 and 4). These papers were in development and comments from the group were welcomed. LC focused on Item 4 which is the start of pulling together the various contextual components (national, regional and local strategies, policies and other related factors) that will inform the development of this strategic framework. It is important to consider what evidence exists that may inform or constrain the priorities for the five-year strategy so LC requested that group members consider what evidence would be relevant and forward the relevant documentation for inclusion.</p>  | <b>All</b> |

|            |  |    |
|------------|--|----|
|            | <p>JAD emphasised the importance of having this evidence inform the strategy as we do not want to replicate what is already out there especially when considering what we will be the priorities for our capital spend. PF asked what definition of ‘capital’ will be used, i.e. whether we will just be referring to spend under Integrated Care Fund (ICF). JAD agreed that the starting point would be the ICF but as this may change in the future and the strategy needs to set clear expectations about how this would be managed (for example, would there be an expectation that ICF spend would be match funded). NT added that we would need to consider linking to other appropriate initiatives and funding opportunities, to which LW gave the example of potentially using sources such as the Social Housing Grant as a means of mixing up delivery funds.</p>  |    |
| 06.10.2019 | <p><b>5. Next Steps</b></p> <p>LC described the key milestones for bringing together the strategic framework as:</p> <ul style="list-style-type: none"> <li>• Contributions from group members received – 8<sup>th</sup> November 2019</li> <li>• Group workshop – 19<sup>th</sup> November 2019</li> <li>• Completion of strategy papers for submission – 22<sup>nd</sup> November 2019</li> <li>• Presentation to Integrated Transformation Board (ITB) – 12<sup>th</sup> December 2019</li> <li>• Presentation to RPB – 16<sup>th</sup> January 2020</li> </ul> <p>The group discussed the next meeting (Group workshop) and NT suggested using a venue such as the Baglan Centre which is appropriate for a larger group and workshop environment. JW highlighted the attendance from RSLs as some organisations were not in attendance at the group meetings but should be part of the workshop, including smaller organisations. LC agreed to issue invitations and manage the co-ordination of the attendees.</p> | LC |
|            | <p><b>6. RPB RSL Representative</b></p> <p>This update was covered during the review of the Actions Log (see 03.10.2019 above).</p>  |    |
| 07.10.2019 | <p><b>7. ICF Capital Update</b></p> <p>NT presented a spreadsheet of the prioritised DCF schemes and referenced a second spreadsheet with a clear description of how the funding has been allocated. LC agreed to circulate both papers to group members electronically following the meeting.</p> <p>The group discussed the prioritisation and how this process has enabled the funding requirements to be ranked in priority order, meaning that any additional funding that would become available in the event of underspending could be apportioned appropriately. GE raised that having a priority list in itself does not solve all the problems of spending ICF funds.</p>  | LC |

|                   |  |           |
|-------------------|--|-----------|
| <b>08.10.2019</b> | <p>NT explained that the West Glamorgan Transformation Office's role is to support and co-ordinate the monitoring of potential overspend across the programme, to which JAD added that the ITB also has responsibility for oversight of this spending. The prioritisation exercise has supported the decision-making process.</p> <p>It was agreed that each project should also be contacted in relation to this process and asked to consider what they could do in the scenario of lower levels of underspend, which may mean that projects could have smaller amounts of additional funding available.</p> | <b>EJ</b> |
|                   | <p><b>Any Other Business (AOB)</b></p> <p>No additional items were raised by group members.</p> <p>The date of the next group meeting is 19<sup>th</sup> November 2019 at 14:00.</p>   |           |





## Notice of Meeting

You are invited to attend a Meeting of the

### Swansea Public Services Board Joint Committee

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

**On:** Thursday, 17 October 2019

**Time:** 3.00 pm

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

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

#### Agenda

#### Page No.

##### Preliminary Matters:

**1 Welcome & Apologies for Absence.**

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

**3 Minutes.**

**2 - 7**

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

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

**5 Public Question Time.**

Questions must relate to matters on the open part of the Agenda of the meeting and will be dealt with in a 10 minute period.

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

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

**8 - 35**

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

**7 Joint Committee Risk Log.**

**36**

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

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



Huw Evans  
Head of Democratic Services  
Friday, 11 October 2019

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Contact: Democratic Services - (01792) 636923

# Agenda Annex

## Swansea Public Services Board – Membership

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

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

### Designated Representatives:

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

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

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

### Invited Participants (Partnership Forum)

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

# Agenda Item 3



## **Minutes of the Swansea Public Services Board Joint Committee**

**Committee Room 6, Guildhall, Swansea**

**Thursday, 15 August 2019 at 3.00 pm**

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

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

### **Apologies for Absence**

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

### **Also present:**

Leanne Ahern, Swansea Council  
Allison Lowe, Swansea Council

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

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

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

No interests were declared.

## **3 Minutes.**

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

## **Matters Arising:**

### Minute 10 – Safer Swansea Partnership

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

### Minute 19 – Any Other Business

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

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

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

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

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

### **Actions:**

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

**Actions:**

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

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

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

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

**Actions:**

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

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

**Actions:**

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

**Other Actions raised:**

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

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

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

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

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

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

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

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

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

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

Adam Hill presented the Joint Committee Action / Issue Log.

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

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

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

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

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

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

### **Action:**

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

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

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

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

### **Action:**

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

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

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

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

### **Action:**

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

## **9 Future Agenda Items.**

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



**Action:**

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

The meeting ended at 4.55 pm

**Chair**

|  |   |
|--|---|
| <b>Project Title: PSB Highlight Report</b>                         | <b>Workstream: Early Years (To Give Every Child The Best Start in Life)</b> |
| <b>Project Lead: Sandra Husbands/Alison Williams/Nina Williams</b> | <b>Date: 7/10/19</b>  |

| <b>Project Overview</b>   | <b>Links to other workstreams or partners</b>   |
|---|---|
| <p><b>Jig-so</b></p> <p>Jig-so is a multi-agency and multi-disciplinary team involving health and local authority staff. The project aims to offer support to young or vulnerable parents (aged 24yrs and under) at the earliest possible opportunity - in the first 1000 days of their children's lives.</p> <p>The team consist of 7 midwives, 4 nursery nurses, 3 early language workers and 5 parenting workers. All are co-located and work together as one team. Due to the multi-agency structure of the team, it is able to offer a greater level of individualised support than other agencies are able to provide. The success of the services is measured on reducing the number of children that enter the care system and reducing adverse childhood experiences.</p> <p><b>Primary Care Child and Family Wellbeing Team (PCCFWT) - GP Network</b></p> <p>The PCCFWT is funded by 3 out of 5 GP Cluster Networks in Swansea. It is a collaborative initiative funded by health and implemented by staff within Swansea Council's Early Intervention Services. The project aims to improve family</p> | <p><b>Jig-so</b></p> <ul style="list-style-type: none"> <li>Established referral pathway from generic midwives that identify need.</li> <li>Positive links with Action for Children.</li> <li>Robust links with statutory services.</li> <li>Established pathways of support for families within the wider Early Intervention Service (EIS) area</li> <li>Joint work with the wider EIS service, to ensure the needs of parents, older than 24 years of age, are supported through a 'virtual' Jig-so model of support.</li> </ul> <p><b>Primary Care Child and Family Wellbeing Team (PCCFWT) - GP Network</b></p> <ul style="list-style-type: none"> <li>Positive relationships with key health professionals in GP cluster networks</li> </ul> |

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

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

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

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

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

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

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

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

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

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

- Flying Start
- Education
- Health
- Speech and Language

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

### **SKIP Meithrin**

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

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

### **SKIP Meithrin**

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

### **Project Outcomes/ Milestones**

#### **JIG-S0**

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

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

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

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

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

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

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

### SKIP Meithrin

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

### Key Updates this period

### Overview of key risks

### Highlights – Achievements / Outcomes

- **JIG-SO**

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

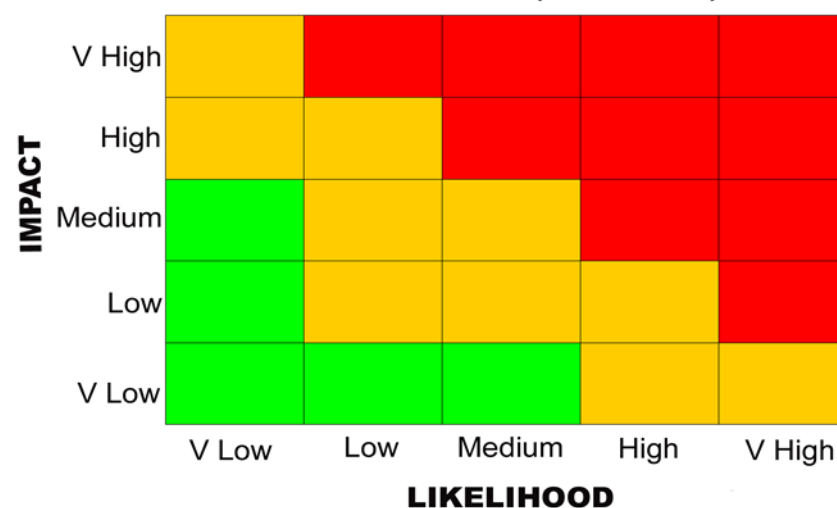
### Challenges/ Barriers

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

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

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

**Risk Matrix (RAG Status)**



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

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

### **Challenges/ Barriers**

Continuation of managing service demand and capacity

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

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

- **SKIP Meithrin**

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

Financial uncertainty around supporting training and supportive resources.

### **Jig-so**

Risk 1 - Potential budget pressures for 2020/2021

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

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

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



**Any Actions for PSB: Note**

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

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



## Risk Log (Early Years)

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

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

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

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

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

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

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



## Risk Log (Live Well, Age Well)

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

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

|   |  |
|---|--|
| <b>Project Title: PSB Highlight Report</b>                                | <b>Workstream: Working with Nature</b>   |
| <b>Project Lead: Natural Resources Wales/ Swansea Environmental Forum</b> | <b>Date: 7<sup>th</sup> October 2019</b> |

| <b>Project Overview</b>   | <b>Links to other workstreams or partners</b> |
|---|---|
| <p>The Swansea Local Well-being Plan, Working Together to Build a Better Future, was published by Swansea Public Services Board (PSB) in May 2018 presenting a vision for Swansea with four main objectives and a cross-cutting action to improve the well-being of people in Swansea. The Plan outlined a number of short-, medium- and long-term steps that partners will take together to progress each of the objectives.</p> <p>One of the four objectives in the Swansea Local Well-being Plan is Working with Nature which highlights the importance of the natural environment to health and well-being and sets out proposals for increasing green infrastructure and biodiversity, reducing our carbon footprint and improving our understanding of natural resources and sustainability. A task group with representatives of PSB members was formed to develop and deliver an action plan for this objective.</p> | See attached Action Plan.                     |
| <b>Project Outcomes/ Milestones</b>   |   |
| <p>The 'steps' (actions) are to meet the objective as set out in the driver diagram<br/> <a href="https://www.swansea.gov.uk/localwellbeingplan">https://www.swansea.gov.uk/localwellbeingplan</a></p>  |   |



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

# WORKING WITH NATURE

*A Swansea Local Well-being Plan Objective*

improve health · enhance biodiversity · reduce our carbon footprint

## ACTION PLAN 2018-2021

### INTRODUCTION

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

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

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

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

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

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

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

| Actions   | Details   | Lead / Support  | Outputs / milestones   |
|---|---|---|--|
| <b>1.1 Green Infrastructure Strategy:</b> Develop, adopt and implement a Green Infrastructure Strategy for Swansea. | <ul style="list-style-type: none"> <li>i) The Strategy will include a vision, provide an evidence base, identify opportunities and include a Green Space Factor Tool for assessing the level of green space (using a permeability factor) required for urban areas and developments.</li> <li>ii) Initially, a strategy document focused on the city centre will be developed and published and then expanded to cover the whole county.</li> <li>iii) The strategy is to be adopted by PSB partners and form the basis for Supplementary Planning Guidance which will set standards and include a checklist.</li> </ul>  | <p>Fran Rolfe, NRW / Deb Hill, Swansea Council</p> <p>GI Strategy Project Group</p> <p>Green Infrastructure Consultancy</p> | <ul style="list-style-type: none"> <li>a) Develop and publish strategy for city centre (spring 2019)</li> <li>b) Deliver public and stakeholder involvement events (Feb-Apr 2019)</li> <li>c) Carry out public consultation activities</li> <li>d) Develop and publish county-wide strategy (Dec 2019)</li> <li>e) Develop and adopt a GI SPG (Dec 2019)</li> <li>f) Secure adoption of GI strategy by PSB members and partners (Mar 2020)</li> <li>g) Develop and publish implementation plan (Mar 2020)</li> </ul> |
| <b>1.2 Urban Tree Planting:</b> Investigate and deliver opportunities for urban tree planting across Swansea.       | <ul style="list-style-type: none"> <li>i) Using opportunity mapping from other projects to identify areas suitable for planting trees within the urban areas of Swansea, including identifying constraints, at both large scale and ward levels.</li> <li>ii) Collaborate with Trees for Cities to identify sites suitable for large scale tree planting schemes.</li> <li>iii) Support community-led tree planting projects.</li> <li>iv) Encourage PSB members and partners to include tree planting actions in their corporate plans.</li> <li>v) Work in partnership to secure resources to support large scale and community tree planting schemes.</li> </ul> | <p>Deb Hill, Swansea Council</p> <p>NRW / ABMU</p> <p>Coed Cymru / SEF (Green Spaces Project)</p>                           | <ul style="list-style-type: none"> <li>a) Identify areas for urban tree planting using multi-PSB GI mapping (2018)</li> <li>b) Deliver tree planting schemes in three sites in Castle Ward (March 2019)</li> <li>c) Deliver first phase of Trees for Cities scheme (March 2019)</li> <li>d) Support three community-led projects (April 2019)</li> <li>e) Deliver first phase of a targeted tree planting scheme to address air quality issues (early 2020)</li> </ul>   |
| <b>1.3 Green Spaces:</b> Improve the quality and use of Swansea's open green spaces and the public sector estate.   | <ul style="list-style-type: none"> <li>i) Support communities to improve and manage their local green spaces.</li> <li>ii) Pilot a community-based green infrastructure improvement project in collaboration with Neath Port Talbot and Bridgend PSBs.</li> <li>iii) Investigate and maximise opportunities to improve the use of the public sector-owned green spaces.</li> </ul>  | <p>Philip McDonnell, SEF (Green Spaces Project)</p> <p>Swansea Council NRW / PHW</p>  | <ul style="list-style-type: none"> <li>a) Maintain the Community Green Spaces Initiative (ongoing)</li> <li>b) Deliver tree planting schemes in three sites in Castle Ward (March 2019)</li> <li>c) Collate information on public sector estate (tbc)</li> <li>d) Establish a public-sector working group to identify opportunities and actions (tbc)</li> </ul>   |

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

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

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

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

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

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

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

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

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

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

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

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





## Risk Log (Working with Nature)

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

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

|  |                                       |
|--|---------------------------------------|
| <b>Project Title: PSB Highlight Report</b>         | <b>Workstream: Strong Communities</b> |
| <b>Project Lead: : Roger Thomas / Steve Davies</b> | <b>Date: 7/10/19</b>                  |

| <b>Project Overview</b>  | <b>Links to other workstreams or partners</b>  |
|--|--|
| <p><b>Review of the action plan is in progress and an asset mapping project is planned to be undertaken during the next period to identify any areas where we think there could be opportunities for shared intervention.</b></p> <p><b>The review includes identifying actions that are now complete, those that are ongoing and new actions that need to be included. The review will identify what is 'business as usual' and should therefore not be included in the action plan.</b></p> <p><b>The first meeting of the new stakeholder group was held during September and suggestions for key actions moving forward were discussed and decided upon.</b></p> | <p>The new stakeholder group meeting was held, and it was identified that there would be value in closer links with the RPB Transformation program and also the Regeneration Partnership as there were many close links and common goals.</p> <p>All future meetings will be aligned to the Regeneration partnership meetings which should assist in ensuring appropriate representation at the right level. Its essential the group membership is correct as it enables there to be intelligence sharing and joint working across other PSB workstreams and between different agencies and departments.</p> |

|                                      |       |   |        |      |        |  |        |  |  |  |  |  |      |  |  |  |  |  |        |  |  |  |  |  |     |  |  |  |  |  |       |  |  |  |  |  |  |       |     |        |      |        |
|--------------------------------------|-------|---|--------|------|--------|--|--------|--|--|--|--|--|------|--|--|--|--|--|--------|--|--|--|--|--|-----|--|--|--|--|--|-------|--|--|--|--|--|--|-------|-----|--------|------|--------|
| Project Outcomes/ Milestones         |       |   |        |      |        |  |        |  |  |  |  |  |      |  |  |  |  |  |        |  |  |  |  |  |     |  |  |  |  |  |       |  |  |  |  |  |  |       |     |        |      |        |
|                                      |       |   |        |      |        |  |        |  |  |  |  |  |      |  |  |  |  |  |        |  |  |  |  |  |     |  |  |  |  |  |       |  |  |  |  |  |  |       |     |        |      |        |
| Key Updates this period              |       | Overview of key risks   |        |      |        |  |        |  |  |  |  |  |      |  |  |  |  |  |        |  |  |  |  |  |     |  |  |  |  |  |       |  |  |  |  |  |  |       |     |        |      |        |
| Highlights – Achievements / Outcomes |       | <div><div>Risk Matrix (RAG Status)</div><table><tr><td>V High</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>High</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Medium</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Low</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>V Low</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>V Low</td><td>Low</td><td>Medium</td><td>High</td><td>V High</td></tr></table><div>LIKELIHOOD</div></div> <div><div>1. Risk 1 There’s still difficulty in getting all partners represented at the correct level AMBER</div><div>2. Risk 2 To make sure that the workstream doesn’t just duplicate reporting burden on other partners ‘business as usual’ activities. AMBER</div><div>3. Risk 3 Additional diary pressure of attending another ‘Partnership’ meeting. AMBER</div></div> |        |      |        |  | V High |  |  |  |  |  | High |  |  |  |  |  | Medium |  |  |  |  |  | Low |  |  |  |  |  | V Low |  |  |  |  |  |  | V Low | Low | Medium | High | V High |
| V High                               |       |   |        |      |        |  |        |  |  |  |  |  |      |  |  |  |  |  |        |  |  |  |  |  |     |  |  |  |  |  |       |  |  |  |  |  |  |       |     |        |      |        |
| High                                 |       |   |        |      |        |  |        |  |  |  |  |  |      |  |  |  |  |  |        |  |  |  |  |  |     |  |  |  |  |  |       |  |  |  |  |  |  |       |     |        |      |        |
| Medium                               |       |   |        |      |        |  |        |  |  |  |  |  |      |  |  |  |  |  |        |  |  |  |  |  |     |  |  |  |  |  |       |  |  |  |  |  |  |       |     |        |      |        |
| Low                                  |       |   |        |      |        |  |        |  |  |  |  |  |      |  |  |  |  |  |        |  |  |  |  |  |     |  |  |  |  |  |       |  |  |  |  |  |  |       |     |        |      |        |
| V Low                                |       |   |        |      |        |  |        |  |  |  |  |  |      |  |  |  |  |  |        |  |  |  |  |  |     |  |  |  |  |  |       |  |  |  |  |  |  |       |     |        |      |        |
|                                      | V Low | Low   | Medium | High | V High |  |        |  |  |  |  |  |      |  |  |  |  |  |        |  |  |  |  |  |     |  |  |  |  |  |       |  |  |  |  |  |  |       |     |        |      |        |
| Challenges/ Barriers                 |       |   |        |      |        |  |        |  |  |  |  |  |      |  |  |  |  |  |        |  |  |  |  |  |     |  |  |  |  |  |       |  |  |  |  |  |  |       |     |        |      |        |

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



## Risk Log (Strong Communities)

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

| ID | Subject | Risk/ Issue | Description | Proposed Action/ Mitigation | By When | RAG Status | Open/ Closed |
|----|---------|-------------|-------------|-----------------------------|---------|------------|--------------|
|----|---------|-------------|-------------|-----------------------------|---------|------------|--------------|

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



## Joint Committee Risk Log

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

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



Archwilydd Cyffredinol Cymru  
Auditor General for Wales

# Review of Public Services Boards



WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU



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

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



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|          | PSBs have mixed views on the benefits of the advice they receive from the Future Generations Commissioner  | 22        |
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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 |   |
|-----------------|---|
| R1              | <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 <u>National Principles for Public Engagement in Wales</u>; 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> |
| R2              | <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' <u>Discussion Paper: Six themes to help make scrutiny 'Fit for the Future'</u> 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.

12 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.

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

14 <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/cpdl/CeredigionStrategicPartnerships\\_Public/10.8%20Scrutiny%20Feedback%2030.11.2017.pdf](http://www.ceredigion.gov.uk/cpdl/CeredigionStrategicPartnerships_Public/10.8%20Scrutiny%20Feedback%2030.11.2017.pdf)

## Part 3

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



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

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

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

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



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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



# Appendices

## Appendix 1 – study methodology



# Appendix 1 – review methodology

## Review of literature

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

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

## Comparative research

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

## Call for evidence

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

## Interviews and focus groups

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

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Rydym yn croesawu galwadau  
ffôn yn Gymraeg a Saesneg.

E-bost: [post@archwilio.cymru](mailto:post@archwilio.cymru)

Gwefan: [www.archwilio.cymru](http://www.archwilio.cymru)



## Minutes of the Regional Collaborative Committee

Swansea Civic Centre, Committee Room 1  
Thursday 17<sup>th</sup> October 2019 at 10am – 12pm

### Present

| Attendees                      | Job Title  | Representing                     |
|--------------------------------|--|----------------------------------|
| <b>Voting Members</b>          |  |                                  |
| Sharon Court                   | Assistant Director, Gwalia                                 | Landlord Rep.                    |
| Lynne Sanders                  | Director, Swansea Woman's Aid                              | Short Term Provider Rep          |
| Phil Stapley                   | The Wallich  | Long Term Provider Rep           |
| <b>Delegated voting rights</b> |  |                                  |
| Matthew Morgan                 | Caer Las   | Deputy Long Term                 |
| <b>Co-opted Members</b>        |  |                                  |
| Sam Williams                   | Contract Monitoring Officer                                | NPT SP Team & RCC Data Group Rep |
| Sian Morris                    | Principal Officer - Community Safety, Regional Rep VAWDASV | Provider Rep                     |
| <b>Advisory</b>                |  |                                  |
| Debra Trezise                  | Regional Development Coordinator                           | Western Bay                      |

### Apologies for absence

| Voting Members          | Job Title   | Representing            |
|-------------------------|---|-------------------------|
| Cllr. Mark Child        | Cabinet Member - Health & Wellbeing                       | Swansea (Chair)         |
| <b>Delegated Voter</b>  |   |                         |
| Aileen Flynn            | Head of Strategic Partnerships                            | Swansea Bay UHB         |
| <b>Co-opted Members</b> |   |                         |
| Maggie Berry            | ABMU Board independent board member                       | University Heath Board  |
| Claire Jones            | Head of Substance Misuse Strategy and Dev., NPT & APB Rep | Substance Misuse & APB  |
| Steve Porter            | Operations Manager - Community Housing Services, Swansea  | Homelessness Prevention |
| Paul Webb               | Head of Housing Support & Welfare                         | Welsh Government        |
| <b>Advisory</b>         |   |                         |
| Anita Evans             | Planning Development & Performance Officer                | Swansea SP              |
| Hayley O'Brian          | Homelessness & Supporting People Commissioning Officer    | NPT                     |

|    | Item/Discussion  |
|----|--|
| 1. | <p><b>Welcome, Introductions &amp; Apologies</b></p> <ul style="list-style-type: none"> <li>➤ Sharon Court, RCC Vice Chair had stepped in as interim Chair since Cllr. Child had given his apologies for absence.</li> <li>➤ The Chair extended condolences to Claire at this sad time.</li> <li>➤ The Chair notified the group that the RCC Development Day planned for 23<sup>rd</sup> Oct would be focussing solely on the Draft HSG Guidance Doc and therefore not discussed at this forum.</li> <li>➤ Apologies had been received as shown above.</li> </ul> <p><b>RCC Membership Update</b></p> <ul style="list-style-type: none"> <li>➤ The Chair informed the group that Nichola Jones, Area Manager, Mirus Wales was the RCC's newly appointed Deputy Long Term Rep.</li> </ul> |
| 2. | <p><b>Housekeeping &amp; any Declaration of Interests (DOI)</b></p> <ul style="list-style-type: none"> <li>➤ No DOIs were reported at this meeting.</li> </ul>   |

|    |  |
|----|--|
|    | <p><b><u>Actions:</u></b></p> <p>None</p>  |
| 3. | <p><b>Minutes of Last Meeting 24.04.19 (Accuracy &amp; Actions)</b></p> <ul style="list-style-type: none"> <li>➤ RDC went through and confirmed that all actions from the previous meeting had been addressed.</li> <li>➤ Comments/updates were made as follows: <ul style="list-style-type: none"> <li>a) Page 6/Item 12.1: <ul style="list-style-type: none"> <li>‘Understanding the needs of the local Gypsy &amp; Traveller Community (NPT).</li> <li>○ SW gave an update.</li> <li>○ The event had taken place on 14<sup>th</sup> October.</li> <li>○ There was a very good turn out and was well received.</li> <li>○ A full report will follow and be shared with the RCC.</li> </ul> </li> <li>b) Page 6/Item 12.4: <ul style="list-style-type: none"> <li>RCC Development Day/Workshop.</li> <li>○ The RDC reported that the event had been brought forward from 7<sup>th</sup> Nov to 23<sup>rd</sup> Oct in light of the release of the Draft HSG Guidance Doc.</li> <li>○ The group were informed that there would be no agenda as the workshop’s sole aim is to go through the Draft HSG Practice Guidance document and to populate a regional response as part of the consultation process.</li> <li>○ All documents had been sent to the RCC with the invitation to attend, including the ‘Statutory Guidance for the Commissioning of VAWDASV Services in Wales’ which will need to be cross-checked with the Draft Guidance Doc on the day.</li> </ul> </li> </ul> </li> <li>➤ The minutes were then accepted as an accurate record.</li> </ul> <p><b><u>Actions of Last Meeting:</u></b></p> <ul style="list-style-type: none"> <li>➤ (Item 9) Draft Western Bay RCC Annual Review 2018-19. The RDC sent to WG 01.08.19 – within deadline.</li> <li>➤ (Item 10) Feedback session <ul style="list-style-type: none"> <li>a) ALMA Economics update – on agenda</li> <li>b) Community Safety Partnership Board update - on agenda</li> <li>c) Claire Jones to report back at the next RCC on the joint PSB and Critical Incident Group – to follow</li> </ul> </li> </ul> |
| 4  | <p><b>HSG Funding Formula – Update from Alma Economics</b></p> <ul style="list-style-type: none"> <li>➤ It was reported that the RDC had fed back to ALMA Economics on the funding formula on 07.08.19 following RCC consultation</li> <li>➤ The RDC fed back from SPIN 08.10.19 on the Funding Formula: <ul style="list-style-type: none"> <li>○ The WG had reported that the process not finished yet but a decision is expected by xmas</li> <li>○ Proposed models have be shared</li> <li>○ Researchers will probably recommend that there will be no application of distribution for next year (Apr 2020) and that a lengthy transition period is likely</li> <li>○ However, it will be sorted before the annual budget for 2020-21 is set</li> </ul> </li> </ul>   |
| 5  | <p><b>Funding Flexibilities – LA virement proposals (between CCG &amp; HSG) 2018/19</b></p> <ul style="list-style-type: none"> <li>➤ To be included on the next agenda</li> </ul>  |
| 6  | <p><b>SU Engagement Event 26.09.19</b></p> <ul style="list-style-type: none"> <li>➤ SC had attended the event, facilitated a table and reported back to the RCC</li> <li>➤ It was well attended considering the client group and valuable feedback had been received to be included in both LA commissioning review of MH Services.</li> <li>➤ A full report had been sent to the RCC for consideration.</li> </ul>  |

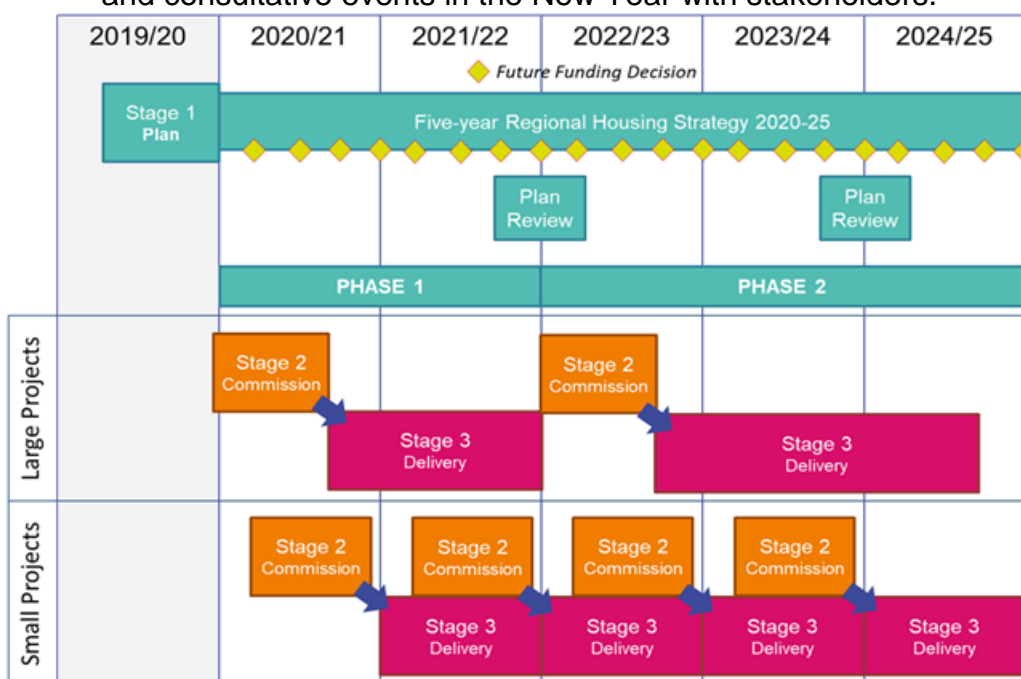
## 7 Housing First – LA update

- NPT had no update other than they are looking at options at present
- Swansea had been successful in their bid with Kaleidoscope – support for people and families affected by substance use. A Harm Reduction Co-ordinator had been employed and steering groups are being set up. Meeting with RSLs are pending and a launch event is imminent. The RCC will be informed of developments.

## Links with the RPB & Other Stakeholders:

### Health Update: Feedback from Health, Social Care and Housing Implementation Group

- Apologies for absence at the RCC had been received from the Health Board Rep. However, an email update had been received as follows:
  - Lee Cambule has taken up post as Integrated Transformation Manager for West Glamorgan. Going forward Lee will be the link between the Health, Social Care and Housing Group and the Integrated Transformation Board.
  - The next meeting of the group is taking place on 21<sup>st</sup> October.
  - The purpose of the group remains to develop a Regional Housing Strategy, which will establish a 5 year approach to capital investment to transform the way housing, health and social care works in the West Glamorgan area. It will be a strategic framework, providing the structure for long-term planning across the region by establishing the vision, mission, timeframe and objectives that inform regional and local delivery plans. The regional strategy will align with the local strategies across Swansea and Neath Port Talbot.
  - The following timeline has been agreed, with a draft Strategy going before integrated transformation board in December. This will be followed by a number of engagement and consultative events in the New Year with stakeholders.



### VAWDASV – update and RCC recommendations

- SM gave a detailed feedback/update on VAWDASV and the Community Safety Partnership Board. A paper was tabled.
- SM also reported on the Wellbeing Workshops held in schools. Two reports had been sent to the RCC with the agenda.
- It was noted that Swansea and NPT are working on a joint annual event to showcase the work of both partnerships. The date and venue has now been confirmed as The Grand Theatre, Swansea on 29<sup>th</sup> November.

|                         |  |
|-------------------------|--|
| 10                      | <b>Community Safety Partnership Board - update and RCC recommendations</b><br><i>As above</i>  |
| 11                      | APB - update and RCC recommendations<br>➤ To be on the next RCC agenda.  |
| 12                      | Joint PSB and Critical Incident Group update<br>➤ SM had provided the group with a written update on VAWDASV and the Community Safety Partnership Board, including the Critical Incident Group.<br>➤ To be on the next RCC agenda.   |
| <b>Feedback Session</b> |  |
|                         | <p><b>SP Regional Operational Group 14.10.19 (postponed from 01.10.19)</b><br/>➤ The October meeting had been postponed again and was planned for December.</p> <p><b>Regional Provider Forum (RPF) 25.09.19 – issues/recommendations</b><br/>➤ Provider Reps who attended this meeting reported back.<br/>➤ There were no issues or recommendations from this meeting.</p> <p><b>APB Update</b><br/>➤ Apologies had been received from the APB/RCC Rep.<br/>➤ To be on the next RCC agenda.</p> <p><b>Action:</b><br/>None</p>  |
|                         | <b>A.O.B.</b>  |
|                         | <p><b>1) Gypsy and Traveller Event (SW updated group)</b></p> <p>Very well attended event with 94 delegates in attendance of which took place on Monday (14th October) and showcased the findings from the research which looked to identify the needs of NPT's local Gypsy and Traveller Community.</p> <p>Presentations were received from Riaz Hassan, Regional Community Cohesion Co-ordinator who discussed the Regional Action Plan and an empowering speech made by Kirby Jones, Gypsy Traveller Pupil Engagement Mentor (Pembs), Claire Arnold, Team Leader for the Traveller Education Service (Pembs) and Ellie Murphy, Key Stage Four Pupil and Member of the Welsh Youth Parliament. This was on top of the presentation of findings and recommendations by Professor Fiona Verity, Director of Wales School for Social Care Research (Swansea University) and Stephanie Watts, Research Development Officer, Wales School for Social Care Research.</p> <p>Final Study Report will be shared with all Providers once received.</p> <p>2) As of 1<sup>st</sup> October, the name Gwalia will no longer be used and are now Pobl Group.</p> |

**Date of Next Meeting:**

Meeting dates for 2020 to be confirmed

## **Minutes of Meeting**

### **APB**

**19<sup>th</sup> September 2019**

**Committee room 3, Civic Centre, Port Talbot**

|                         |                                   |
|-------------------------|-----------------------------------|
| <b><u>Present</u></b>   |                                   |
| Karen Jones             | NPTCBC                            |
| Claire Jones            | NPTCBC                            |
| Julia Jenkins           | NPTCBC                            |
| Erica Barrett           | NPTCBC                            |
| Matthew Rafferty        | NPTCBC                            |
| Nicola Headon           | NPTCBC                            |
| Jane Whitmore           | CCOS                              |
| Angharad Metcalfe       | South Wales Police                |
| Tracey Worth            | National Probation Service        |
| Andrew Thomas           | NPTCBC                            |
| Mydrian Harries         | Mid and West Wales Fire Authority |
| Joanne Abbott-Davies    | SBUHB                             |
| Keith Reid              | SBUHB                             |
| Dermot Nolan            | SBUHB                             |
| Owen Venables           | Welsh Government                  |
| Karen Ozzati            | WCADA                             |
|                         |                                   |
| <b><u>Apologies</u></b> |                                   |
| David Howes             | CCOS                              |
| Kelly Gillings          | CCOS                              |
| Julie Thomas            | CCOS                              |
| Nicola Trottman         | CCOS                              |
| Matthew Bennett         | DWP                               |
| Eirian Evans            | National Probation Service        |
| Amanda Lewis            | National Probation Service        |
| Eirian Evans            | National Probation Service        |
| Emily Dibdin            | NHS                               |
| Neil Harding            | NOMS                              |
| Chele Howard            | NPTCBC                            |
| Anne Thomas             | Public Health Wales               |
| Judith Tomlinson        | Public Health Wales               |
| Sandra Husbands         | Public Health Wales               |
| Mark Brace              | South Wales Police                |
| Adele Taylor            | Welsh Government                  |

### 1. **Welcome, introductions and apologies**

The Chair welcomed everyone to the meeting and introductions were made.

### 2. **Declarations of Interest**

DN – SBUHB – OST & DD projects.

JJ – CCOS - NPT Practice Support Worker

JW – CCOS - Hidden Harm Worker

### 3. **Minutes and Actions**

Minutes agreed as true record.

Matters Arising:

Pg.1 OV – Not on list of people present in minutes of last meeting.

Pg.7 pt. 9 – Replace JAD with JW — Swansea High Street.

#### **Actions**

Pg. 2 Serious Infection Report – concerned regarding individual people.

- JAD did not get a list of service users from SL. The Health board cannot therefore confirm that they have picked up everyone, as there is no list to check back to.

#### **Action**

**KJ to write to PHW to inform them that the HB can't provide a full assurance that everyone was followed up appropriately and that this is a learning issue for future work across agencies/partnerships.**

Pg.3 KJ – Peer Network and Workplan. This will be picked up in Harm Reduction Group Workplan – KJ informed group of new reporting mechanism in the form of a highlight report.

Pg.4 KJ – Budget - With Welsh Government for approval. The unallocated funding will be discussed when the bids for SMAF are assessed later on in meeting.

OV – Amendments to be made subject to approval.

Pg.5 Staffing levels for social work project are included in SMAF Bid.

Pg.6 DN – CDAT review:

- Much wider than a review.
- Current model needs a full overhaul involving everyone, not just CDAT.
- Proposals to increase capacity as an interim solution until full review is picked up in SMAF bid.

### **Agenda Item 8**

Chair asked if Item 8 could be discussed now as it relates to the above discussion.

### **HSR Review: Update**

KJ – Draft HSR report has been received within timeframe:

- Keen to ensure product delivered in contracted time but there are elements of the report that are not within the scope of Review.
- KJ made a decision on behalf of board to extend timescale to hold an Engagement event in October to ensure all partners are on board.
- Also asked HSR to extract section on Board Governance into a separate report for the Board to consider separately as part of its ongoing development.

JAD – Welcomed KJ's decision. Still further work to be done. Concerns regarding last workshop:

- Lack of understanding from some attendees regarding current services. Strong views, but mixture of people on table – verification of accuracy of particular statements.
- No triangulation of statements made, just taken at face value.

KJ – Services under pressure – need for change. Priorities of Board need to be reaffirmed and streamlined. Prioritise preventative services and ongoing support.

KJ - Investment in next 6 months to move forward:

- JAD asked that a 6 weeks minimum notice for clinicians be given for workshop.
- Practitioners need to be involved.

### **Action:**

**JJ to work with HSR to ensure balance on tables at next event and come up with a new set of dates in November.**

### **Agenda returned to Actions from previous meeting**

Pg. 7 – JAD – Dual Diagnosis Strategy - (this is tabled in agenda Item 9.4 but discussed now).

- Work undertaken to date.
- Good practice guidance reviewed.
- Looked at what is in place – no draft strategy to discuss as work has been delayed.
- Used time to do research.
- Lead consultant will take lead on this.
- Draft will be ready for next meeting.

## **4. Finance Report**

CJ – Revised report outlined – Predicted underspend and unallocated amounts were noted.

## **5. Evaluation report: Outreach project**

JH – Valuable exercise seeing demographic of the cohort:

- Many have disengaged or are old clients.
- Service provided an opportunity to re-engage.
- Increase in infectious diseases
- Increase in non-fatal overdose.

- Drug availability has massively increased, particularly Swansea/Neath Port Talbot.
- There is a bottleneck in service provision and services need to respond to this.
- Intervention needed when clients falter on scripts to avoid returning to risky behaviours.

DN – ¼ known to services.

- ¾ of individuals not known to services (new to services).
- How will new clients be dealt with in system?

JH – Individuals disengaging from services (Tier 2-3).

- If 2 or 3 appointments missed, back to square 1 – services need to change.
- Take appointment to them until stable – more holistic provision.
- Certain individuals need to get rapidly back on script.
- Expect them to change overnight which could be fatal.

JJ – Consideration should be given to why service users are disengaging – could be another problem e.g. housing/domestic violence. The proposed funding from WG for complex needs could address this.

KJ – Welcomed report:

- Case studies helpful.
- Outreach service extended by 2 months.
- DRD lower this year. Services are reaching out.
- Need still there for people at highest end of spectrum.
- Need to ensure working optimally with rest of service.

Members discussed other tweaks to service:

- JH – JAM meetings – Outreach to be part of meetings.
- DN – Flags on PARIS system – alert - to identify those who may need help to attend. Appointment on system.
- DN – Asked about the low levels of needles returned. Litter is prevalent in community.

KJ – Impact of distribution of free needles:

- Created community hazard.
- Being found in school yards/gardens etc.
- Solution needed.
- Drug paraphernalia, condoms etc. found in public toilets – had to close on occasions.
- Toilet attendants have been removed in the past.

KJ – Attended a presentation to WG on this issue.

JH – Majority of paraphernalia found originates from pharmacies – awareness raising by service providers. Training for pharmacies.

KJ – Can obtain photographic evidence from CRM system at Contact Centre – NPT and Swansea to provide.



### Action

HRG to bring back community impact on NEX to APB, with pictorial evidence and data, highlighting hotspots.

## **6     Applications for Unallocated SMAF Funding 19/20**

### Bids

#### **a.     NPT Education**

AT gave an overview:

- 3 tier approach.
- Complimentary to existing services.
- Capacity issue with current services.
- Gold standard in one school instead of bronze in 2 schools.

JW – Primary Schools really important too.

- Link with Cynydd workers
- Sustainability of upskilling of staff.
- Unsure about long-term funding – December 2022?

AT – Higher tier – all school training, so won't be dependent on Cynydd.

- 90% of permanent exclusions substance misuse related.
- Need to identify characteristics.

JW – Holistic approach – early intervention.

KJ – CIG Group – a marketed early intervention is required at school level to pick up those who are involved in substance misuse at an early age – early intervention – different pathway.

KJ – Investing in CYP is top priority.

- Children at higher risk - is SMAF best fund for this? SMAF for interventions and further on (treatment).
- Consider this – commissioning.

JAD – Look more broadly generically:

- Basic skills for all professionals – health visitors/school nurses.
- CAMHS agenda.

AT – Identification – intervention. Time limit on exclusion. If all agencies work together this will minimise risk.

JH – No globally recognised research, Barod have been delivering PSE for years, which hasn't worked – gone back to targeted approach.

AT – PSE to continue in schools but limited time in curriculum.

#### **b.     NPTCBC PSW – No-one present at meeting. Discussion later around priorities.**

**c. Outreach/Engagement Project**

Discussion regarding number of years in bid, should be funded until recommissioning takes place.

JAD – this is a lengthy process. JJ looking at 2021.

JH – 1 outreach worker for each area. Haven't been able to venture from city centre within pilot.

**Action**

**EB to put structure around evaluation of all the bids that are approved today, to bring back to Commissioning, Finance and Performance Sub-Group.**

**d. OST**

DN – This bid led on from discussion from March APB:

- Cleansing of data for access to OST.
- Varies over localities.
- Waiting lists in NPT/Bridgend have been cleared in time with overtime/extra clinics/additional staff – resources.
- Also need to focus on alcohol – need to look at HSR report.
- Feeds on to change for rapid prescribing.

APB to decide what target they would like to get to (compare to other APB's).

KJ – Costs for whole year.

- Would like to see volume and numbers – what capacity would this create?

KJ – Raised the appetite for GP involvement in LTPS. JAD stated that this issue hasn't been resolved. KJ stated that GP's need to be involved in the CDAT Service Review.

- Need to engage with Primary Care lead in the review of service discussion.
- To include pharmacies.

**Action**

**The LTPS issue to be brought back to future APB meeting.**

**e. Dual Diagnosis**

DN – Presentation Bid

- Link workers were an add-on to existing roles. This is not manageable.
- People with substance misuse and mental health issues falling between gaps.
- Link as a pilot project whilst working on dual diagnosis strategy.
- No decision on where staff will sit, but their entire case load will be those with dual diagnosis.
- AADAS referral route straight to these workers.
- Competition for staff – this will impact on recruitment.

Decision on bids will be at end of meeting.

**9. Sub Group updates and reports**

**9.1.** Highlight reports all accepted. Any thoughts on new paper work to be fed into APB team.

DN – Asked whether it would be beneficial for the CRC to have sight of the HB serious review form.

**Action**

**DN to send form to APB team.**

**7. Additional Resources – Complex Needs and Housing – Substance Misuse and Mental Health**

CJ – A lot of work involved to produce bid in very tight timeframe set by WG - workshops/questionnaires etc. Further refined. Latest copy to be circulated this afternoon. Overlap in membership. LMHPB comments will come to the APB team via JAD who is the chair.

**10. Matters to report to linked partnerships**

None.

**11. Matters to report from Linked Partnerships**

NPT PSB to look at complex needs bid.

JAD – This needs to be picked up in Swansea.

**Action**

**KJ to liaise with CCOS PSB to ensure the Complex Needs Bid is tabled at Swansea Bay PSB meeting.**

Looking to combine CSP's for some strategic issues. Responsible authorities to meet to decide what issues need a combined approach.

**12. Partner Updates**

OV – New delivery plan to be published next month after it has been refined, following consultation events:

- Capital - small amount will be available. Letter to go out in next week or so.

**13. A.O.B.**

KJ – ONS releases – been liaising with Josie Smith providing she agreed to come to Board to talk about latest data in region.

**Action**

**NH to send invite to Josie Smith to attend next APB meeting.**

KJ - Letter received by KJ and Health Board from Tracey Breheny regarding HB waiting times.

Tracey hasn't responded to KJ's request to clarify data included in letter. No formal response sent due to this delay. KJ wanted to be clear of the ask and needed to fully understand the data.

JH – No representative on Swansea CIG from Health Board. Localised, focussed issues. JAD has confirmed they will have soon. NPT CIG is focussing on geographic areas.

Invited members left the meeting to enable the representatives of the responsible authorities to vote on the bid proposals of unallocated SMAF. JJ, DN & JW left the meeting, having declared an interest in one of the bids.

The merits and demerits of each of the bids were discussed in turn.

The Chair invited voting members to indicate which schemes members would support, or note. If necessary, the responsible authorities would need to vote on priorities if need be.

It was agreed by consensus that:

**i) NPT Social Services - PSW**

This bid was not supported. There needed to be a conversation about upskilling the Social Services workforce more generally.

**ii) Engagement Pilot – WCADA and Barod**

Fully supported, acknowledged risk of creating unmet need but could see necessity of this provision. Concern regarding resilience. Funding agreed for 19/20 and 20/21.

**iii) OST - SBUHB**

As with the engagement pilot, this is an action in the CIG and therefore supported assuming spend in the last quarter of 19/20 only. Funding was agreed for 20/21 also.

**iv) Dual Diagnosis - SBUHB**

Not supported, as without a Dual Diagnosis Strategy it was difficult to see what roles were being proposed and how to help deliver the Dual Diagnosis Strategy.

**v) Education - NPTCBC**

Noted that there were a number of merits with the bid, but some concerns that it was quite expensive and not representative for the region. Supported in principle. KJ to discuss further with AT with specific regard to the product, regionalisation of pilot (1 school in NPT and 1 school in Swansea) and how badged and shared. Funding was agreed in principle for 19/20 and 20/21.

**Funding for OST and Engagement was until March 2021**

It was noted that there was still unallocated SMAF in 2019/20 and an over-commitment for 2020/21.

In respect of 2019/20 it was determined that:

- (i) In respect of underspend, that the regional team bring forward proposals to include creating a Newid website and other improvements to public information.
- (ii) Off the shelf training packages for the wider workforce.
- (iii) Dual diagnosis bid would be considered once strategy published in December.
- (iv) Any other suggestions that the Harm Reduction Sub-Group can advise upon.

In view of pressure on 2020/21 budget, it was agreed that the Board would review other funding elements when it meets again, to consider expenditure plan for 2020/21.

In summary, the following Bids were approved utilising unallocated SMAF.

|                   |                       |                          | 19/20               | 20/21               |  |  |  |  |  |  |  |  |
|-------------------|-----------------------|--------------------------|---------------------|---------------------|--|--|--|--|--|--|--|--|
| WB2               | SBUHB                 | OST                      | £ 40,125.00         | £ 160,500.00        |  |  |  |  |  |  |  |  |
|                   | WCADA                 |                          |                     |                     |  |  |  |  |  |  |  |  |
| WB 6              | & Barod               | Engagement Project       | £ 34,924.00         | £ 69,847.00         |  |  |  |  |  |  |  |  |
| WB 3              | CCoS                  | Social Work Service      | £ 50,984.00         | £ 101,788.00        |  |  |  |  |  |  |  |  |
| WB 4              | APB                   | Residential Rehab Tier 4 | £ 12,000.00         | £ -                 | This was agreed as part of the Harm Reduction Sub Group Highlight Report |  |  |  |  |  |  |  |
|                   | NPT CBC               | PHASE Project            | £ 23,524.00         | £ 94,096.00         |  |  |  |  |  |  |  |  |
|                   |                       |                          | <b>£ 161,557.00</b> | <b>£ 426,231.00</b> |  |  |  |  |  |  |  |  |
| Funding available | unallocated           |                          | 245,858.73          | 245,858.00          |  |  |  |  |  |  |  |  |
|                   | remaining unallocated |                          | £ 84,301.73         | -£ 180,373.00       |  |  |  |  |  |  |  |  |

## Safer Neath Port Talbot Management Meeting (CSP)

Thursday 25<sup>th</sup> July 2019 @ Neath Civic Centre

**Chair:** Mrs. Karen Jones

### Attendees:

|                          |   |
|--------------------------|---|
| Karen Jones              | Assistant Chief Executive & Chief Digital Officer: NPTCBC             |
| Superintendent           |   |
| Gareth Morgan            | South Wales Police  |
| Inspector Gareth Prosser | South Wales Police  |
| P.C.S.O. Hayley Williams | South Wales Police  |
| Cllr. Leanne Jones       | Cabinet Member for Community Safety & Public Protection; NPTCBC       |
| Sian Morris              | Principal Officer of Community Safety NPTCBC                          |
| Sarah Williams           | ASB Co-ordinator Community Safety: NPTCBC                             |
| Chris Frey – Davies      | Principal Officer Safe Guarding: NPTCBC                               |
| Victoria Smith           | Principal Officer for Children & Young People; NPTCBC                 |
| Sue Bradshaw             | Acting Principal Officer Adult Services; NPTCBC                       |
| Elinor Wellington        | Corporate Policy Officer for Domestic Abuse; NPTCBC                   |
| Andrew Jarrett           | Director of Social Services, Health & Housing; NPTCBC                 |
| Mark Thomas              | Env. Health & Trading Standards Manager; NPTCBC                       |
| Lynne Doyle              | Training Manager; NPTCBC  |
| Spencer Lewis            | Road Safety Manager; Mid and West Wales Fire and Rescue Service       |
| Becky Hancock            | Deputy Chief Executive; WCADA   |
| Helen Powell             | Partnership Manager; Department Working Pensions                      |
| Eirian Evans             | Assistant Chief Officer; National Probation Service                   |
| Claire Jones             | Strategic Manager Partnerships and Community Cohesion; NPTCBC         |
| Tony Potts               | Deputy Director; NPT CVS  |
| Claire Maimone           | Director of Housing; Tai Tarian Ltd.                                  |
| Chris Millis             | Assistant Director of Education: NPTCBC                               |
| Ali Davies               | Principal Officer; Youth Justice & Early Intervention Service: NPTCBC |
| Amanda Turner            | Interim Locality Manager, YJ&EIS; NPTCBC                              |
| Riaz Hassan              | Community Co-hesion Co-ordinator; Western Bay                         |
| Chris Cole               | Contact Centre and CCTV Manager; NPTCBC                               |
| Gemma Woolfe             | Senior Violence Prevention Coordinator P&CC team                      |
| Vanessa Dale             | PSB Coordinator; NPTCBC   |

### Apologies:

|                   |   |
|-------------------|---|
| Jo Abbott Davies  | SB UHB  |
| Eirian Evans      | Assistant Chief Officer; National Probation Service   |
| Chele Howard      | Principal Officer Commissioning; NPTCBC               |
| Cllr Alun Lockyer | Cabinet member for Children's Social Services; NPTCBC |
| Nune Aleksanyan   | Children & Young People Services; NPTCBC              |
| Mike Roberts      | Head of Streetcare; NPTCBC                            |
| Steve Carr        | Safer Communities Programme Manager; W.L.G.A.         |

### Agenda item 1: Welcome and Apologies

1.1 The Chair welcomed all Board members to the meeting.

1.2 Apologies were noted.

## **Agenda item 2: Minutes from the meeting held on Thursday 25<sup>th</sup> April 2019**

2.1 The minutes of the meeting held on the 25<sup>th</sup> April were moved as an accurate record.

2.2 There were no matters arising.

## **Agenda item 3: Outstanding actions from the meeting on 25<sup>th</sup> April 2019**

### **Actions 2, 3 & 5 (25/4/2019)**

Cybercrime presentation on the agenda for discussion at the meeting.

### **Action 19 (25/04/2019)**

Loan shark Campaign will now be launched week commencing 12<sup>th</sup> August 2019 with events being held in Pontardawe and Aberavon.

**All other actions were completed.**

## **Agenda item 4: Work Plan Items**

### **4.1 Cybercrime Presentation**

P.C.S.O. Hayley Williams delivered a presentation on Cybercrime and on line safety. Last year 4.5 million cybercrime related crimes were reported nationally, the purpose of the presentation is to raise awareness and prevent online exploitation.

The presentation included information on:-

- What is cyber crime
- Advice and tips
- How to report a cybercrime or get more information

The following points were raised by Board members:-

- Gaming needs to be included in the examples of what a computer is used for
- Police numbers 101/999 to be included on the final slide

Partners were asked to get behind the messages in the presentation and see if they are prepared in principal to cascade the messages out to communities through their networks.

There is a leaflet to support the presentation.

**Action 1: SWP to update at a future meeting to outline how SWP plan to roll the cybercrime presentation out and what partners need to do to get behind police colleagues to promote it**

### **4.2 CCTV Update**

The Council are looking to replace CCTV cameras as the current stock is 20 years old. There is an open invitation for partners to get involved in the consultation and deciding what type of cameras will be procured and where they will be sited. The final report will be shared with all partners.

There is limited revenue money available so it is important to buy the right cameras which take advantage of advanced camera technology. This is an opportunity to reshape the role that public space cameras can play in our work going forward; this could include employing mobile cameras in hot spot areas or deploying covert cameras and looking at the best use of cameras when working with partners.

The Council are looking for opportunities to source additional funding to increase CCTV monitoring. Due to lack of revenue funding the number of hours the CCTV cameras were monitored was reduced and CCTV operators tasked to take daytime and out of hours calls through the Contact Centre. There is an opportunity to look at what operators are prioritising and task them to link in more with CSP priorities.

There is also an opportunity for time limited operations when required and for the police to have a live stream from the CCTV control room into the police station.

**Action 2: The joint chairs of the CSP to have a discussion around funding the CCTV service**

#### **4.3 HMPPS Partnership Report**

The HMPPS Partnership report was circulated for information. There was no representative from the Probation service to provide an update.

**Action 3: Request written update from Probation on the HMPPS Partnership report and circulate with minutes**

#### **4.4 Youth Justice & Early Intervention Service (YJ&EIS)**

In October 2018 the HMIP inspection of the Youth Offending team criticised the regional approach. Since April 2019 there has been a single service in the YJ&EIS and the focus in Neath Port Talbot is now on Early Intervention and Safeguarding. The new Board is being supported by the HMIP, monitored by the Youth Justice Board and the scrutinised by the NPT YJ&EIS Management Board.

Neath Port Talbot now need a resource centre to enable the team to work with local young people. The centre will have a range of facilities and run sessions alongside the school curriculum to prevent exclusions.

**Action 4: The specification for the resource centre to be circulated to board members once available, for partners to assist with bid writing and funding**

The Early Intervention team have met with the Partnership Anti-social Behaviour team to discuss working more closely to tackle low level, pre criminal behaviour and there is a partnership event taking place on 7<sup>th</sup> August.

The new team will be more aligned with children's services. The team will be holding open days for partners to attend to meet the team members and see what they do and what they are trying to achieve.

**Action 5: Circulate dates of the NPT YJ&EIS open days to board members**

There are issues with the Judiciary placing high risk young offender from cities in England in local accommodation and monitoring these young people is taking up a lot of resources.

Another issue is applying for funding; many organisation now employ bid writers and there is a lot of competition for the money available.

The new YJ&EIS needs to formally report into the CSP Management Board who will support the new service.

**Action 6: The YJ&EIS to submit a written highlighting report into the CSP on a quarterly basis and give verbal reports when required**

#### **4.5 Anti-social Behaviour Update**

A full update was circulated with the papers for the meeting. There were three areas of concern raised at the SVMARAC



4.5.1 Groin injections - One person in Neath town centre has a severe infection, the person went into hospital and a care plan was arranged only to be changed and the person is not now engaging with Health. Partners believe this person is at risk of amputation. – This issue was raised at the Area Planning Board Harm Reduction group and steps are now being taken to try and re-engage with the person.

**Action 7:** Check that the Community Drug and Alcohol Team have actioned this matter and report back to the board members

4.5.2. DM (Briton ferry landlord) - Information has been received that the son of DM is offering vulnerable people supported housing and a number of Dyfodal clients have recently been housed in their properties. – Relevant partners have been made aware of this issue and Environmental Health are taking enforcement action against the landlord for other related issues. (see agenda item 9.2)

4.5.3 DWP – A vulnerable person has recently received a lump sum of over £2,500 arrears of Universal credit. The partners of the SVMARAC are concerned that this will make the person more vulnerable. – This process is in line with the national DWP guidelines.

**Action 8:** Take this issue back to the DWP to see if they can review the arrangement of paying large sums of arrears to vulnerable clients

**Action 9:** Safeguarding concerns raised at the SV MARAC to be shared with the NPT Safeguarding Officer

#### **4.6 Violence Against Women, Domestic Abuse & Sexual Violence (VAWDASV) Complex cases**

A paper with a summary of complex Domestic Abuse cases was circulated to the Board.

The paper outlined the journey of Domestic Abuse victims in the current system. Repeat referrals to the DV MARAC are not always seen as a negative outcome as some times victims need to be contacted a number of times before fully engaging with the services. However there are a number of complex cases that keep coming back into the system with no positive engagement so there may be a different model that would be more effective.

The VAWDASV Leadership group would like to focus on a piece of work to look at if the current arrangements with a view to:-

- Considering other models of engagement
- Improving outcomes for victims
- Improving safety in the community
- Reducing demands on agencies

The Board members agreed that this report needs to be escalated as it is not a piece of work that the VAWDASV Leadership group can solely resolve due to the number of agencies involved with the repeat/complex cases and it would sit better with the PSB or Safeguarding Board.

**Action 10:** The CSP board members recommended that the VAWDASV Complex case paper be presented to Public Services Board members

**Action 11:** The VAWDASV Complex case paper be taken to the Safeguarding Board

## **Agenda item 5: Domestic Homicide Reviews (DHR)**

The minutes of the last DHR meeting and an update was circulated to the Board.

**Current DHR** - The issue obtaining the Individual Management Review (IMR), which is a report of the agencies contact with the victim, from Primary care has now been resolved and they have given an assurance that the information will be submitted by the end of the month. Providing this information is received, a first draft of the DHR report should be available in October.

**DHR 1 & 2** – These reports were resubmitted to the Home Office following suggested amendments being made by the CSP during December 2018. The amended reports will be discussed at the Home Office Quality Assurance panel at the end of August 2019. If the reports are approved, it is hoped we will have the go ahead to publish.

**Action 12:** Prevent Policy Officer to liaise with the NPT Strategic Communications Officer when the reports are approved

**Hereford DHR** – Hereford have notified us that the victim of a DHR they are currently working on lived in NPT for a short time prior to her death. Local partners will be required to share information as part of the review.

**Carmarthen DHR** – Carmarthen have recently been notified of a DHR in their area and the perpetrator lives Aberavon. The perpetrator is currently on remand. The victim grew up in Port Talbot so there is likely to be known information in respect of both. The NPT DHR panel will be involved in this case. Elinor Wellington will attend the first panel meeting on behalf of NPT and then liaise with wider panel members.

## **Agenda item 6. Performance Report**

The SWP Performance Report for July 2018 – June 2019 was presented to the Board by Inspector Gareth Prosser and the following points were noted:-

### **Violent crime**

- Highest area for offences was Neath East with 309 reported offences
- 38% are Domestic related
- No apparent reason for spike in figures
- 41% of victims were female
- Stalking and harassment is a new offence and has seen a increases of 172%
- Operation Sceptre is a national operation to address Knife crime; there has not been a big increase in offences but there has been an increased in the number of people identified with possession.

### **Substance Misuse**

- There were 64 offences in NPT in the last 3 months; mainly possession of cannabis
- There were 2 fatal overdoses last year compared to 9 in the previous year
- There were 30 non-fatal overdoses last year; no change from the previous year

### **Community Cohesion & Hate Crime**

- Racial hate crime is the most reported with 104 incidents out of a total of 163 last year
- Highest area for reporting is Aberavon with 24 incidents

There was an incident last week in Port Talbot involving a taxi firm which is currently under investigation.

### **Recorded crime**

- Violence without injury offences have increased by 172.4% but these figures include stalking and harassment which was not recorded in the previous year

- Rape offences have increased by 42% in the last 3 months, 31.8% since last year
- Business crime and community burglary increased by 28.2% in the last year
- Bicycle theft, theft from the person and shoplifting offences have all reduced significantly

### Comments

There is likely to be a new serious violent crime duty being placed on agencies in the near future and the Serious Crime Strategy for Wales has clear links to Critical Incident Group action plan. The Chair is meeting with the Chief Superintendent and the Assistant Director of Swansea to look at the National Strategy and determine if the action plan is robust enough or if it needs fine tuning and to ensure that the right actions have been located in the right partnership.

The VAWDASV Leadership Group have agreed to drill down into rape and sexual violence offences. A breakdown on the figures was discussed at the last meeting but there were not sufficient details to collectively understand :-

- who is at risk
- where is the threat
- What can people do to keep themselves safe
- Cyber enabled offences

This piece of work will be undertaken in the VAWDASV Leadership group and reported back to the CSP.

The APB will shortly be in a position to strengthen work around fatal and non-fatal overdoses. They are awaiting the published figures as they need to confirmation that there is a downturn in recorded deaths. The Board will then look at the non-fatal overdoses to ensure the right safety plans are offered to individuals.

Hate Crime needs to be looked at in more detail to understand the local cases and to look at the reasons for under reporting. There have been issues around the local taxi drivers and some of the experiences of the BME community are appalling and we need to understand more about these incidents.

**Action 13 :** Riaz Hassan to liaise with Insp. Gareth Prosser and Hate Crime Officer Anne Overton to scrutinise local cases and report back to the CSP

Stalking and harassment is a new offence introduced in July 2018; board members need a clear picture of the type of offences and the demographic of the victims.

**Action 14 :** Provide a breakdown of the stalking and harassment figures to better understand the offence and who the victims are.

### Agenda item 7. County Lines/Critical Incident Group

Board members were provided with a copy of the Critical Incident Group Action Plan and Draft Communications plan.

Board members were asked to identify any concerns.

The Communication group are looking for resources to raise awareness of County Lines. The group are proposing to produce Rugby World Cup fixtures 2019 list with County Lines information of the back.

**Action 15:** Partners to consider request for a contribution to the funding of the cards

## **Agenda item 8. Reports from Sub Groups**

- 8.1 Minutes of the VAWDASV Leadership Group
- 8.2 Minutes of the Area Planning Board
- 8.3 DRAFT Terms of Reference of the YOT Management Board

The VAWDASV Leadership Group minutes will be circulated with these minutes.

The update YJ&EIS TOR will be sent out with the minutes

## **Agenda item 9. Partner agency updates**

### **9.1 Exploitation training update**

There are strong links between the CSP agenda and on-going training in the NPT Training department. VAWDASV and Prevent training are mandatory and being rolled out to all staff.

Welsh Government offered the Western Bay Safeguarding Training Group funding which they have used we used to devise an interactive training package which will encompass awareness of exploitation of both adults and children The training will cover:-

- Human trafficking/Modern slavery
- Child Sexual Exploitation
- Harmful sexual behaviour
- Radicalisation
- County Lines
- Hate crime/mate crime

There are common themes of vulnerabilities, risk factors, grooming, methods of coercion and control and Adverse Childhood Experiences (ACEs) across all of these issues and will also emphasise their links with 'safeguarding'.

A group of 16 trainers across Western Bay have been accredited with the Education and Training (EAT) qualification and further specialist input, to deliver a bespoke 'exploitation' awareness raising package across the region. A train the trainer day was held in March for 50 trainers (which included the 16) who will form an established pool of agency based trainers who can deliver this training across Western Bay. Agencies involved included the three Local Authorities of Western Bay, South Wales Police, Health, Probation and Third Sector Partners.

The course will now be piloted with the NPT Well-being team. There will be a half day re-launch in the autumn to reflect and refresh with trainers and to reflect on the new WBSB exploitation guidance. Bridgend trainers will be given resources as they are no longer part of WGSB.

The training would benefit from more local examples of cases.

Further funding in 2019/20 will be used to assist with roll out of basic safeguarding training to all workforce via an eLearning module, digital stories and improved website with information on revised All Wales Procedures and other key areas.

### **9.2 Rogue Landlords update**

The Environmental Health team are very active in Briton Ferry and have focused on one landlord (DM) in particular. On 24<sup>th</sup> July, the letting agent managing DM's properties stopped doing so, and he must find an agent to manage his properties asap. A lot of resources have gone into investigating DM including a large number of inspections on his properties with partners. DM went to court recently and pleaded guilty to three counts, breaching 2 prohibition orders and one improvement notice. He pleaded not guilty to

another count against an Emergency prohibition order. The trial and sentencing are due to take place at the end of August.

One other landlord is being looked at, with disruption and enforcement action as he also rents out a very poor standard of accommodation to vulnerable tenants. These tenants often do not have a voice regarding the condition of the properties they are living in.

The Private landlords forum is being reinstated in order to advise and educate landlords on standards this also provides a forum to provide support to local landlords some of which will only rent out small numbers of properties. There is a lot of work going on in partnership between the police and Environmental Health Officers; however to deal with the problem in Briton Ferry, a long term strategy involving partners and Rent Smart Wales is needed to look at the bigger picture and put an action plan in place. This work is very resource intense.

The number of private rented properties in Neath Port Talbot has previously been underestimated, and it these properties which can house very vulnerable people. Partners need to understand the current picture and look at what the risk and threat is and what can we do to protect our communities. This is a piece of work that will fit in the Councils wider housing strategy.

The Police & Crime Commissioners team are setting up a South Wales group to look at mapping out private rented properties.

### **9.3 P&CC update**

The Police & Crime Commissioner has set up a Violence Prevention Unit and has been given £880,000 to spend on Early Intervention & Prevention work. This is a multi-agency resource and a Chief Inspector has been allocated to oversee the project. There will be a focus on prevention work in hotspot areas and the PCC will consult with local partnership on their priorities with regard to young people.

Public Health Wales are looking for Local Authorities to engage with in their approach to serious crime. Nationally the focus was on supporting the NHS but with this change of focus Neath Port Talbot would be happy to engage with them to look at the data and analytics to better understand what is going on in communities.

It is important to make connections with all the bespoke services working with young people; Neath is an area with a significant threat and we can work with P&CC office to get the evidence to apply for bids to get some good services in to work with vulnerable young people in the County Borough.

The Early Intervention Youth Fund Project is working with Fearless, St. Giles Trust and Streetgames and has linked in with NPT Early Prevention & Intervention service. Action for children have also been given money to develop new services. Partners need to be clear on how they can refer into the new services and it is important to make the right connections with schools.

**Action 16: P&CC team to give a presentation on the Early Intervention Youth Fund Protect to the Board at the next meeting**

The Chair informed board members that there was now an All Wales review and action plan.

**Action 17: Circulate link to the All Wales review and action plan to the Board**

## **Agenda item 10. Items raised for referral to other Boards**

The following items require referring to other Boards:-

### **10.1 VAWDSV Leadership group**

Complex cases to refer to the Public Services Board & Safeguarding Board

## **Agenda item 11. Forward work programme**

The picture of Community Safety has changed over the past 10 – 15 years and has changed rapidly in last 12 months. The chair suggested that at the next meeting Partners could undertake a stocktake of their activity and do an assessment focusing on the risk, threat and harm in their own organisations and give other partners an assurance the CSP are focussing on the right priorities. This will also give partners a strategic overview of what is happening in the County Borough and be a good learning opportunity.

### **Proposed updates for meeting on October 24<sup>th</sup> 2019 to include:-**

- Local Serious & Organised Crime Board
- Cybercrime
- Exploitation training
- Rogue landlord
- Youth Justice & Early Intervention Service progress report
- Police & Crime Commissioner presentation
- Mid and West Wales Fire Service
- Hate crime – local picture
- Probation – offender management

## **Agenda item 12. AOB**

1. NPTCBC and SWP are undertaking a sensor survey in the Sandfields and Aberavon area, this is being supported by the College of Policing and is conducting surveys with a cross section of the community to better understand resident's experience of Crime & Disorder issues in the area.
2. The Neath Port Talbot Brexit survey is currently on their website, it closes on 31<sup>st</sup> July 2019. The report will be shared with the CSP. – **Please note this has now been extended to 31<sup>st</sup> August 2019**
3. The recent incident with the taxi firm in Port Talbot on social media has led to concern of increased tension in the BME community. It is important to take action to avoid Hate Crime. Partners need to engage with the taxi firm to offer advice and guidance. The incident is currently in the hands of the Police.

## **Agenda item 13. Date of next meetings**

Thursday 24<sup>th</sup> October 2019 @ 10am – 12pm

Thursday 23<sup>rd</sup> January 2019 @ 10am – 12pm (Prevent Action Group 12pm – 1pm)