

## **1. Purpose of the Public Services Board**

**1.1** The purpose of the Vale of Glamorgan Public Services Board (PSB) is to ensure member

bodies work collaboratively to improve the economic, social, environmental and cultural well-being of the Vale of Glamorgan and contribute to the achievement of the seven well-being goals as set out in the Well-being of Future Generations Act (Wales) 2015.

**1.2** Partners will work across organisational boundaries to agree actions to achieve better outcomes and improve well-being for citizens in the Vale of Glamorgan. The PSB will act in accordance with the sustainable development principle and in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

**1.3** The PSB will adopt the five ways of working to ensure activities are undertaken in accordance with the sustainable development principle and will:

- look to the long-term
- take an integrated approach
- involve people
- collaborate
- focus on early intervention and prevention

**1.4** The core statutory functions of the PSB are to:

- prepare an assessment of well-being
- publish an assessment of well-being
- prepare a local well-being plan
- publish a well-being plan
- report annually on progress

**1.5** *In order to fulfil its statutory functions the Public Services Board will:*

- support and progress the principles and goals of the Well-being of Future Generations Act (Wales) 2015 in the Board and its member organisations;
- assess the state of economic, social, environmental and cultural well-being in the Vale of Glamorgan providing a robust evidence base to inform decisions on collective priorities for the area;
- set objectives that are designed to maximise the PSB's and member bodies' contributions to the national well-being goals;
- take individually and collectively, reasonable steps to meet these objectives;

- undertake collaborative activities which promote the cultural, economic, social, and environmental well-being of the region;
- provide public service leadership to tackle ‘fundamental and unmet’ challenges from a citizen perspective and ensure an effective whole-system response to the needs of citizens;
- ensure partners are working together to unblock barriers and address the key challenges facing the Vale;
- facilitate new models of delivery through potential pooling of resources, aligning services better across sectors or setting up new arrangements;
- be a learning partnership which develops best practice in transforming citizen centred services and facilitates the sharing of experience across the Welsh public service;
- co-ordinate local, regional and national priorities and develop effective relationships which overcome organisational barriers;
- look beyond the boundary of the Vale of Glamorgan as appropriate to offer and receive support from other PSBs to meet the challenges and opportunities identified in the PSB’s assessment and objectives;

## **2. Membership**

**2.1** Details of the membership of the PSB and roles and responsibilities are set out below:

### **Statutory Membership**

**2.2** Statutory members are collectively responsible for fulfilling the board’s statutory duties. The statutory membership of the Board will comprise:

- Cardiff and Vale University Health Board (Chair and/or Chief Executive)
- Natural Resources Wales (Chief Executive)
- South Wales Fire and Rescue (Chair and/or Chief Officer)
- Vale of Glamorgan Council (Leader and Managing Director)

**2.3** The above will be the Board members. A member of the Board is able to designate an individual from their organisation to represent them on the Board. The person designated should have the authority to make decisions on behalf of the organisation. The Leader of the Vale of Glamorgan Council can only designate another member of the authority’s executive to attend on their behalf.

**2.4** The Leader of the Council in their capacity as PSB Chair at the first meeting of the PSB will request confirmation from all statutory partners with regards to who will be the representative on the Board and that they have the appropriate authority to make decisions.

**2.5** The Chair of the PSB and nominated local authority officer should be notified of any changes in representation.

## **Invited Participants and other Partners**

**2.6** The following as specified statutory invitees will be invited to participate in the Board's activity.

- Welsh Ministers
- Chief Constable of South Wales Police
- The South Wales Police and Crime Commissioner
- Representatives of the National Probation Service and Community Rehabilitation Company
- Glamorgan Voluntary Services

**2.7** The PSB will also engage with key partners in the area who have a material interest in the well-being of the area, or who deliver important public services, in the preparation, implementation and delivery of the work of the Board. The suggested list of ***other partners*** is as follows but the Board can invite these and other organisations to participate and become invited participants on condition that they exercise functions of a public nature. The suggested list of other partners is:

- Community Councils
- Public Health Wales
- Community Health Councils
- National Museum of Wales
- National Library of Wales
- National Park Authorities
- Further or Higher Education Institutions
- Higher Education Funding Council for Wales
- Sports Council for Wales
- Arts Council of Wales

**2.8** Invitees are not required to accept the invitation and will not become statutory members of the Board. Bodies or persons which accept invitations from the Board will become ***invited participants***. Invited participants having accepted an invitation, will work jointly with the board on anything the board does under its well-being duty, including assessing the state of well-being in its area, setting objectives to maximise its contribution to the achievement of the goals, and taking reasonable steps to meet those objectives. They will be therefore entitled to make representations to the Board about the assessments of local well-being and the local well-being plan and take part in Board meetings and provide other advice and assistance.

**2.9** The PSB chair will ask invited participants to join the PSB and for acceptance of the invitation to be confirmed to a nominated officer of the local authority. The Chair will clearly set out the reasons for the invitation and expectations for participation.

**2.10** An invited participant may participate in the activity of the PSB from the day which the Board receives acceptance of its invitation.

## **The Board**

**2.11** The full Board will therefore comprise appropriate representation from the following organisations (to be updated as appropriate):

- Cardiff and Vale College
- Cardiff and Vale University Health Board
- Community Rehabilitation Company
- Glamorgan Voluntary Services
- National Probation Service
- Natural Resources Wales
- The South Wales Police and Crime Commissioner
- South Wales Fire and Rescue Authority
- South Wales Police
- Town and Community Councils (Community Liaison Committee Representative)
- Vale of Glamorgan Council
- Welsh Ambulance Service Trust - Cardiff and Vale
- Welsh Government

**2.12** All Board members will be expected to progress and support the work of the Board and will be regarded by their colleagues as equal partners. Board members will ensure their organisation is appropriately represented at Board meetings as detailed in the statutory guidance. Board members will also take responsibility for ensuring that their organisation meets commitments made to the Board.

**2.13** At the first meeting of the PSB one of the statutory members or invited participants will be appointed by the PSB as Chair and this will be reviewed annually.

**2.14** Additional partners can be formally invited by the secretariat to participate in the PSB as required if agreed by the Board. This will ensure that as priorities and objectives are developed relevant organisations are invited to either participate in the PSB or its sub-groups.

### **3. Meetings**

**3.1** The PSB was formally established on the 1<sup>st</sup> April 2016. The PSB will meet a minimum of five times a year in the Vale of Glamorgan, subject to revision by members, and within 60 days of each local government election of councillors.

### **4. Secretariat**

**4.1** The secretariat function will be provided by Vale of Glamorgan Council. The function includes:

- Arranging regular meetings of the PSB
- Preparing agendas and commissioning papers for meetings
- Inviting participants and managing attendance
- Minute taking
- Working on the Annual Report
- Preparing evidence for Scrutiny

## **5. Resources**

- 5.1** The Board must determine how it will resource the functions it has to undertake and this is the responsibility of all of the members equally. It is for the Board to determine appropriate and proportionate resourcing of the Board's collective functions.
- 5.2** Each statutory member will make a contribution towards the work of the PSB e.g. the undertaking of the well-being assessment, development, publication and implementation of the well-being plan and associated activities.
- 5.3** Each invited participant will be asked to make a voluntary contribution towards the work of the PSB e.g. the undertaking of the well-being assessment, development, publication and implementation of the well-being plan and associated activities.
- 5.4** To support the PSB work programme the Board will need to identify appropriate professionals from partner organisations to lead the programmes and associated workstreams and ensure that the programmes deliver the required outcomes.

## **6. Decision-making**

- 6.1** Any function of the PSB is a function of each member and can only be exercised jointly. Unanimous agreement is needed in order for the PSB to publish assessments of local well-being and local well-being plans.
- 6.2** All the members must be in attendance at a meeting of the PSB for the decisions made during that meeting to be considered valid.
- 6.3** Each organisation which participates in the PSB will be considered equal and each organisation will only have one vote.
- 6.4** In the event of a disagreement between members and/or invited participants or other partners it will be the responsibility of the Chair to mediate an agreement and report back to the next Board meeting or if necessary organise a special meeting of the PSB.

## **7. Subgroups**

- 7.1** PSB subgroups can be established to support the work of the PSB following agreement of members. They must include at least one member of the Board, and can also include any invited participant or other partner. Once established subgroups will draft their own terms of reference guided by the PSB terms of reference and these will be presented to the PSB for approval.
- 7.2** Sub-groups will support the PSB to deliver partnership priorities and will be a combination of programme boards and task and finish groups ensuring that the right organisations and professionals are involved in the delivery of agreed priorities.

**7.3** The PSB will provide leadership and governance to support the work of other statutory partnerships/boards including the Cardiff and Vale Children and Adult Safeguarding Boards, Substance Misuse Area Planning Board, Safer Vale (Community Safety Partnership) and will align activities to the regional Integrated Health and Social Care Partnership Board.

**7.4** PSB sub-groups will not:

- invite persons to participate in the Board's activity;
- set, review or revise the Board's local objectives;
- prepare or publish an assessment of well-being;
- consult on an assessment of well-being or prepare a draft of an assessment for the purposes of consulting;
- prepare or publish a local well-being plan;
- consult on a local well-being plan or prepare a draft of a local well-being plan for the purposes of consulting;
- review or amend a local well-being plan or to publish an amended local well-being plan;
- consult on an amendment to a local well-being plan;
- agree that the Board merges or collaborates with another Public Services Board;

## **8. Implementing our Responsibilities**

**8.1 To provide a robust framework for our activities the PSB will:**

- Produce a Well-being Plan for the Vale of Glamorgan based on the findings of the well-being assessment as detailed in the Well-being of Future Generations Act statutory guidance.
- Make decisions based on business intelligence and robust engagement to inform the setting of our objectives.
- Maintain and develop strategic links with new and existing partners and stakeholders.
- Identify and progress opportunities for cross-boundary working, where appropriate.
- Create a supportive and challenging environment for partnership working.
- Have due regard to relevant legislation including:
  - The Equality Act 2010 and Human Rights
  - The United Nations Convention on the Rights of the Child (UNCRC)
  - The Children and Families (Wales) Measure 2010
  - Tackling Poverty
  - Welsh Language
  - The Resilience of ecosystems duty (Biodiversity)

**8.2 To promote effective engagement and wider participation with the work of the PSB we will:**

- Develop a strategic approach to engagement building on existing networks and mechanisms to ensure stakeholders have the opportunity to inform the work of the PSB and are able to see the outcomes achieved.

- Invite relevant stakeholders to attend meetings of the PSB or sub-groups to ensure their knowledge and skills are fully utilised.
- Ensure that partners consider the needs of different communities and engage with residents across the Vale of Glamorgan.
- Work in accordance with the National Principles for Public Engagement in Wales and the National Standards for Children and Young People's Participation.
- Engage in a purposeful relationship with the people and communities in the Vale of Glamorgan including:
  - Children and young people
  - Welsh speakers
  - People with protected characteristics

**8.3 To provide and coordinate resources to ensure the successful delivery of partnership priorities, the PSB will:**

- Nominate individuals from within their respective organisations to lead areas of work, as appropriate.
- Communicate the importance of partnership working, emphasising that it is 'part of the day job'.
- Appropriately reflect the priorities of the Board within organisational strategies and plans.
- Address resource challenges which are impeding partners' progress in priority areas.

**8.4 To ensure a timely and effective performance management and annual review process, the PSB will:**

- Ensure the programme of annual review is delivered at appropriate times, to a high standard.
- Consider the Annual Review and agree action where necessary.
- Identify strategic risks that might impact on the programmes and mitigate as appropriate.
- Maintain a structured timetable for monitoring performance and agree actions as appropriate to resolve issues.

## **9. Audit and Scrutiny**

**9.1** Regular reports will be prepared for the Vale of Glamorgan Council's nominated Scrutiny Committee. All members of the Board, invited participants and partners will be expected to attend meetings of the Scrutiny Committee as necessary.

**9.3** The PSB will have due regard to the reports and recommendations issued by the Future Generations Commissioner for Wales.

## **10. Reviewing Terms of Reference**

**10.1** The Board can review and agree to amend the terms of reference at any time which they deem appropriate.

**10.2** Terms of reference must be reviewed at each meeting held after the date of each ordinary local government election.





**Evidence for the Equality, Local Government and Communities Committee, National Assembly for Wales 7<sup>th</sup> June 2018**

1. The written evidence provided below is in response to a request for information about the Vale of Glamorgan Public Services Board (PSB), 'Our Vale – Ein Bro'. This evidence has been prepared by officers within the Vale of Glamorgan Council. The Committee are advised that other partners on the Board may have other views or additional information which may be of interest. The evidence has been structured around the following headings:

- The structure and functions of the Public Services Board
- The effectiveness of the PSB – resourcing and capacity
- Barriers to effective working
- Good practice and innovation

**The Structure and Functions of the Public Services Board**

2. Attached is a copy of the terms of reference for the Vale of Glamorgan Public Services Board (PSB), these were agreed in 2016 and reviewed in 2017. The membership of the PSB is detailed below. Meetings are chaired by Councillor John Thomas, Leader for the Vale of Glamorgan Council, and the Vice Chair is Mark Brace, the Assistant Police and Crime Commissioner for South Wales.

<b>Name</b>	<b>Title</b>	<b>Organisation</b>
Clr John Thomas (JT)	Leader	Vale of Glamorgan Council
Rob Thomas (RT)	Managing Director	Vale of Glamorgan Council
Huw Jakeway/Vaughan Jenkins (VJ)	Chief Fire Officer/GM – Operations Department (Vale of Glamorgan and Bridgend)	South Wales Fire & Rescue Service
Gareth O’Shea (GOS)	Executive Director of Operations - South Wales	Natural Resources Wales
Abigail Harris (AH)	Executive Director of Strategy and Planning	Cardiff and Vale University Health Board
Fiona Kinghorn (FK)	Deputy Director of Public Health	Cardiff and Vale UHB
Rachel Connor (RC)	Executive Director	Glamorgan Voluntary Services
Stuart Parfitt (SP)	Chief Superintendent	South Wales Police
Clr Mike Cuddy (MC)	Nominated Town and Community Council Representative	Penarth Town Council
Judith Cole (JC)	Deputy Director Workforce and Social Partnerships (Local Government)	Welsh Government
Emil Evans (EE)	Vice Principal	Cardiff and Vale College
Hannah Williams (HW)	Head of South Wales One	National Probation Service

Mark Brace (MB)	Assistant Commissioner	South Wales Police and Crime Commissioner
Victoria Harris (VH)	Head of South Wales One	Community Rehabilitation Company
Robert Tooby	Assistant Director of Operations	South Wales Ambulance Trust

3. The PSB meets five times a year and there is a forward plan of work.
4. The main focus of activity for the PSB since it was established has been the publication of its Well-being Assessment and Well-being Plan and the extensive work required to develop both.
5. This work has primarily been led by officers within the local authority, but all partners were involved in the development of the assessment and the plan and also participated in the engagement and consultation. This was done through an Editorial Group and a Business Intelligence Group.
6. When the PSB was established it adopted the Local Service Board Delivery Plan and the sub-groups and partnerships which had already been established. This was agreed with the understanding that once the new Well-being Plan was in place there would be a need to review the different sub-group structures to ensure that an appropriate structure was in place to deliver the Well-being Plan.

#### **The Effectiveness of the PSB – Resourcing and Capacity**

7. Although the PSB welcomes the annual regional funding which has been made available to PSBs from Welsh Government over the past three years, this is the only funding, and it has primarily been directed towards the assessment and engagement work. The funding of around £25k per year is only a fraction of the costs of undertaking the work necessary for the PSB, and in the main the Council has provided the additional resource. This is over and above what is required in terms of the Secretariat role.
8. The level of support that the Council has provided to date will be difficult to sustain given the financial pressures the Council is under, and the PSB will need to consider how in the future it resources the delivery of the Well-being Plan and the co-ordination and support needed for the PSB to function and meet the expectations of bodies like Welsh Government, The Future Generations Commissioner and Wales Audit Office as well as the expectations of other stakeholders.
9. This potential disconnect between expectations and the resource and capacity within PSBs will need to be addressed by all partners.
10. The difficulty that a number of the partners operating at a regional and national level have in engaging fully with the work of the PSB is recognised: this is often due to involvement in a number of PSBs and partnerships. This has led to some discussions within the PSB around resources, capacity and the need for collective responsibility and input in to how the Plan is implemented.

11. Discussions around the delivery of the Well-being Plan are ongoing and a small Implementation Group involving the four statutory partners who are each leading on a well-being objective has been very productive. This is ensuring a shared responsibility to the 'making it happen' element of the PSB's work. To date the group has identified potential ways forward and leads for the different actions, has discussed priorities and clustering of actions and has mapped feedback obtained through the consultation and engagement against each action as well as documents, frameworks and best practice which can assist with delivery. In addition, our actions have been mapped against similar actions in neighbouring PSB well-being plans, the Area Plan and other documents. Consideration of what groups will need to support this work is ongoing but with a recognition that where possible existing groups, for example Safer Vale and the Food Vale steering group, will take a lead; new groups will only be established as necessary and with a clear focus.
12. There is a recognition that across the various partners there are considerable resources in terms of expertise, skills and knowledge. One of the key challenges for the PSB is redirecting some of that capacity to the delivery of the Well-being Plan priorities and potentially away from what some may see as core business. There is a need to embed the Well-being Plan as core business for every partner.
13. Although each of the statutory partners is leading on a well-being objective, different partners are leading on different activities e.g. Dr Tom Porter from the Cardiff and Vale Public Health Team is leading on actions around active travel; Nadia De Longhi from NRW is leading on taking forward an action around an environmental project in one of our deprived areas; Paula Ham, the Council's Director for Learning and Skills, will be leading on ACEs (the theme of this year's Headteachers' conference) and finally, the South Wales Fire and Rescue Service will be leading on the challenge of improving how we engage with the public across the PSB.
14. Although some of the earlier discussions around resources have been difficult, this is an issue we as a PSB will need to keep revisiting. We consider it to be positive that we are having these conversations: partners are being honest, and there is a willingness to work through the issues together.

### **Barriers to effective working**

15. Detailed below are some of the barriers to effective working. It is worth pointing out though that our experience to date is that the PSB is working differently and more collaboratively than the former LSB.
16. As mentioned above, one barrier is the lack of dedicated resource and capacity and potentially an expectation to date that the local authority will pick up most of the burden. This is also perpetuated to an extent, with the local authority and 'PSB coordinators' within the local authority being seen by many as the main vehicle for engaging with the PSB.

17. There are also some concerns that discussions around local government reorganisation may make some feel the local well-being plan is redundant before it has a chance to really make a difference.
18. The difference in 'status' between statutory partners and invited participants is clear as statutory partners are very much taking the lead. The PSB will need to undertake more work to ensure that all PSB members are actively involved. The PSB has expressed an interest in working with Academi Wales on the Healthy Behaviours work that has been offered as part of the PSB support from Welsh Government, and we are optimistic that this will help further develop the team approach that is needed to effectively deliver the Well-being Plan for the Vale.
19. In parallel to the work of the PSB, where possible, we have aligned work on the Social Services and Well-being Act; in particular work to deliver the Population Needs Assessment and Area Plan. A joined up approach to engagement to inform the Well-being Plan and Area Plan under the 'Let's Talk' banner was adopted. There have been many positive outcomes as a result of this work; however, due to the both assessments and plans being undertaken during the same timeframes, but with different requirements (such as different geographical areas, scope and approval mechanisms), there was some confusion around how the work fitted together.
20. We have already mentioned the lack of funding for the infrastructure required to support the PSB. Dedicated funding would make a significant difference in enabling the PSB to maximise its potential. This could help fund a dedicated team to co-ordinate the delivery of the plan, stakeholder engagement, the development of the evidence base and performance management arrangements. Putting in place robust foundations to meet these requirements would sustain the work of the PSB in to the future and support the delivery and monitoring of the plan.

### **Good practice and innovation**

21. In terms of good practice and innovation the development of the Well-being Plan involved all partners in the drafting and engagement and was a much more inclusive way of working than had been adopted under the old Local Service Board. Efforts were made to engage with people of all ages and to have an ongoing conversation about what people think about life in the Vale. The PSB is keen to keep this conversation going and to keep listening.
22. We recognised the value of going to groups and attending events organised by others and grasping many different opportunities to engage, e.g. a Communities First Halloween party, a supermarket on a Saturday morning, community council meetings, the Vale 50+ Strategy Forum and pupil voice events.
23. Our engagement and consultation activities became more fun and interesting as confidence and knowledge grew and they were viewed as an integral part of the development of the plan. They also influenced how we conducted conversations in PSB meetings to ensure partners participated in the drafting of the plan.
24. Another important piece of work which helped us test our objectives and develop the plan was a self-assessment tool which we developed with the assistance of

Gwenallt and Whitear consultants. The tool was developed in partnership and enabled partners to reflect on how they would deliver the objectives by answering co-produced questions around leadership, policy, actions, resources and impact. This work will be revisited and further developed as part of our performance management arrangements.

25. We have sought to further embed the different ways of working and thinking we have developed through the process of developing our Well-being Plan. On Tuesday 22<sup>nd</sup> of May the Well-being Plan was formally launched at the HeARTh Gallery and University Hospital Llandough; this was an inclusive event attended by children from a local nursery and participants from the Hospital's Elderfit class. We are keen to illustrate how the plan is of relevance to people of all ages and our launch event was a part of this. In addition to the launch of the plan, to ensure the accessibility of the Plan and to continue our conversations, the PSB has launched a new website – [www.ValePSB.wales](http://www.ValePSB.wales) and a twitter account @VOGPSB. Both will help the PSB to promote its work and further develop it as an identifiable brand.
26. Another example of our different way of working is that on the evening of 25<sup>th</sup> June PSB members are coming together for a walk. The catalyst for this has been to show support for Len Richards, the Cardiff and Vale UHB Chief Executive, who is raising money for charity by walking Offa's Dyke that week. We wanted to show our support but also recognised it as an opportunity for board members to spend some time together, outside of a meeting room, enjoy the beauty of the Vale and to further build upon our relationships.
27. We are confident in the Vale that we have the right plan, that it has been developed collaboratively and that it has been informed by a robust well-being assessment. There is a commitment from partners to work together and to make a real difference in the Vale. Our challenge now is to bring the full resource of our organisations in to the work of the PSB and to recognise the potential for change.