

The following pages provide further information relating to established and proposed arrangements for taking forward the work of Carmarthenshire Public Services Board. The response is shaped around the three key issues the committee have identified as your Terms of Reference for the inquiry into PSBs:

1. To gain an understanding of the structure and functions of the Public Services Boards.
2. To explore the effectiveness of PSBs, resourcing and capacity.
3. To gather evidence of issues or barriers that may impact on effective working, and examples of good practice and innovation.

1. Structure and functions of Carmarthenshire Public Services Board

- 1.1 Carmarthenshire Public Services Board met for the first time in May 2016 following the publication of the Well-being of Future Generations (Wales) Act (WFG Act). At that meeting Barry Liles, Principal of Coleg Sir Gâr was elected as the Chairman with Cllr. Emlyn Dole, Leader of Carmarthenshire County Council being elected as Vice-Chairman. Following local government elections in 2017 the role of Chairman and Vice-chairman were re-considered at the July 2017 PSB meeting (as required by the WFG Act guidance) and both Barry Liles and Cllr. Emlyn Dole were re-elected to their positions.
- 1.2 Carmarthenshire PSB (and Local Service Board prior to that) have made a conscious decision to elect a representative from an organisation other than the County Council as the Chairman of the Board. We feel that this provides a clear message that all PSB partners have an equal stake in the work and business of the PSB. This has been well received by member organisations.
- 1.3 In addition, although the WFG Act differentiates between Statutory Members, Invited Participants and Other Partners in terms of Board membership, Carmarthenshire PSB have agreed that any decisions made by the Board are only valid when made jointly and unanimously by all members. In the event of a disagreement between members it is the responsibility of the Chairman to mediate an agreement and to ensure that this is presented to the next available meeting of the Board or to a special meeting if required.
- 1.4 The Board meets every other month (6-times per year). The location of meetings varies between PSB member organisation facilities, with those members who have facilities to hold meetings hosting the meeting in turn, without charge to the PSB. This is seen as a contribution in kind by PSB members.
- 1.5 As a result of approving our first Carmarthenshire Well-being Plan at our 2 May 2018 meeting we will now be establishing a series of Delivery Groups to enable and drive progress against our agreed well-being objectives. In addition, we are going to maintain a Safer Communities Delivery Group which will fulfil statutory duties for partnership community safety work between agencies required through the Crime and Disorder Act 1998, which have not been superseded by the WFG Act. The Crime and Disorder Act identifies 'Responsible Authorities' (local authority, health, probation, police, fire) who are required to work together to identify, understand and address community safety issues. This arrangement will be reviewed on an on-going basis to ensure the most appropriate means of fulfilling these statutory duties.
- 1.6 The Carmarthenshire PSB partnership structure and support arrangements are included for reference as Appendix 1.

2. Effectiveness of PSBs, resourcing and capacity

2.1 As required through the WFG the secretariat for the PSB is provided by Carmarthenshire County Council. The Council does not receive any additional financial resources to manage this function. The Council is therefore not in a position to provide dedicated administrative support to the work and function of the PSB but this is included in the work objectives of the following officers:

- Corporate Policy & Partnership Manager
- Community Safety Manager
- Community Safety Assistant.

These officers also fulfil other duties for the Council as part of their day-to-day roles.

2.2 As noted above, the PSB will be establishing a series of Delivery Groups during the next few weeks with PSB members taking responsibility for acting as either the Expert Lead or Vice-Chair of the Group with officers from PSB organisations providing officer time to support the work of the Delivery Group. This work will again be in addition to organisational responsibilities as there are no new or additional resources available to deliver the agenda. However, PSB members can see the benefit in working together with other PSB partners to make progress on areas of collective action and are therefore keen to contribute support in kind. Only time will tell if this support in kind approach will be sufficient to make the desired progress that the PSB is hoping for.

2.3 It is felt that if dedicated resources were provided to manage and facilitate the work and ambitions of the PSBs there could be potential for the PSB to achieve more and at a quicker pace.

2.4 Welsh Government funding to support regional collaboration (on a health board footprint) has proved beneficial with a Regional Co-ordinator appointed working across Carmarthenshire, Ceredigion and Pembrokeshire PSBs. This has enabled a consistent approach across the counties as the Well-being Assessment and Well-being Plan were being developed. This has been welcomed by PSB members who work across more than one PSB area as it has aided consistency in their organisational response.

2.5 Although the Well-being Assessments and Plans for each county were developed using a consistent framework each of the assessments and plans take their own shape and focus. As a result, as we now move towards delivery of the plans, the regional approach may prove less fruitful as the focus shifts to local delivery. We would encourage a revision of this Welsh Government funding to enable individual PSBs to now access funding support to facilitate local delivery.

2.6 The PSB is very much looking forward to getting into the delivery phase of its work as the last 2-years, since the WFG Act was published and PSB established, have been very process driven with the PSB needing to undertake the County Well-being Assessment and preparing its first Well-being Plan. All partners are now keen to make progress on delivering the actions that have been identified as areas where the PSB can add value to local issues through collective action.

3. Evidence of issues or barriers that may impact on effective working, and examples of good practice and innovation

3.1 The main issue that may hold the PSB back is capacity. There is a real sense of willingness and support from PSB members to making progress against the PSB well-being objectives, however, with no dedicated resource to drive the agenda there is a danger that progress may be hindered. All partners can see the potential, as well as the collective and organisational benefit, of the actions that have been agreed but organisational pressures can sometimes restrict the capacity of partners to contribute as fully as they'd like to the work.

3.2 The PSB is entering an important phase in its development as all partners are now very keen to see action and progress. As previously noted, the first 2-years of the PSB have been very process driven with undertaking the well-being assessment and developing the well-being plan. This

work will serve us well going forward but it is now time to take action and make progress against the identified well-being objectives.

- 3.3 As part of the undertaking of the well-being assessment and development of the well-being plan the PSB has developed and improved its methods of engaging with stakeholders and the public. A collective approach between partner organisations has been well received and is something we will look to further develop as part of the work of the Delivery Groups. This collective approach will benefit the PSB members as well as stakeholders and the public as organisations look to develop ways of undertaking meaningful and influential engagement to inform decisions.
- 3.4 The regional approach taken to date in terms of a consistent framework and approach for undertaking the well-being assessment and developing the well-being plan has worked well and has been of benefit to partners working across more than one county boundary. As a result of the working relationships developed it has been agreed that a regional PSB meeting will take place for the first time on the 25 June 2018. This will include the membership of the PSBs in Carmarthenshire, Pembrokeshire, Ceredigion and Powys. There are areas of commonality in each of our well-being plans and there is benefit in identifying areas where we could work together to make progress. In addition, there are numerous regional and national matters that request PSB agenda time which are currently being repeated four times over with some partners having to sit through the same presentation numerous times. PSBs will take stock of the benefit of regional meetings once the first one has been held before agreeing on the way forward thereafter.
- 3.5 The WFG act has driven the Well-being Plan to focus on areas of collective action that the PSB members can make progress on by working together. As part of the development of the Carmarthenshire plan we have identified short (1-3 years), medium (3-7 years) actions and long-term (7-20 years) ambitions to focus on. In the past the remit of community strategies was too broad to enable focused activity on key issues. The new approach taken by the PSB has identified a number of key issues that are relevant to partners and are matters that require a collaborative approach in order to be resolved.
- 3.6 The potential for the PSB arrangements to make a genuine difference to public service delivery is clear for all to see. In principle, there is no question about PSB partners' commitment to the approach. However, the challenge comes in putting that commitment into practice whilst also facing significant organisational pressure. Addressing that tension will be a significant issue for the PSB going forward but it is something that all partners fully recognise and acknowledge.

Appendix 1

Carmarthenshire Public Services Board partnership structure

Carmarthenshire Public Services Board

Delivery Groups					
Healthy Habits: Co-ordinated Campaigns	Healthy Habits: Environmental Risk Assessment	Early Intervention: Changing the Model of Delivery	Strong Connections: Innovative Community Assets	Prosperous People and Places: Education & Employment; and Procurement Procedures	Safer Communities
Expert Lead: Ros Jervis, Hywel Dda University Health Board Vice-Chair: Barry Liles, Coleg Sir Gâr Lead Officer: TBC, Hywel Dda University Health Board	Expert Lead: Huwel Manley, Natural Resources Wales Vice-Chair: Tom Yearly, University of Wales Trinity Saint David Lead Officer: Emma Davies, Natural Resources Wales	Expert Lead: Rob Quin, Mid & West Wales Fire & Rescue Service Vice-Chair: TBC Lead Officer: Joanna Jones, Carmarthenshire County Council and Hywel Dda University Health Board Mydrian Harries, Mid & West Wales Fire & Rescue Service	Expert Lead: Marie Mitchell, Carmarthenshire Association of Voluntary Services Vice-Chair: Menna Davies & Lucy Jewel, Department for Work & Pensions Lead Officer: Clare Pilborough, Carmarthenshire Association of Voluntary Services	Expert Lead: Jane Lewis, Carmarthenshire County Council Vice-Chair: Rob Quin, Mid & West Wales Fire & Rescue Service Lead Officer: Jonathan Hancock, Carmarthenshire County Council	Expert Lead: Carmarthenshire County Council Vice-Chair: Dyfed Powys Police Lead Officer: Carmarthenshire County Council

Community of Practice of the Expert Lead, Vice-Chair and Lead Officer for each Delivery Group will be established in order to ensure integration and collaboration between the work of each group.