

**Pembrokeshire Public Services Board**  
**Bwrdd Gwasanaethau Cyhoeddus Sir Benfro**



**25<sup>th</sup> June 2019 at 10am – County Hall, Haverfordwest**

1. Welcome and apologies
2. Minutes of last meeting
3. Action log
4. Draft Annual Report 2018-19
5. Pembrokeshire Youth Assembly response to meeting with the Chair
6. Foster Friendly Employers
7. WAO Local Government Study Call for Evidence: Review of Public Services Boards (PSBs) and the effectiveness of partnership working
8. Feedback from SWW PSB regional event
9. Any other business

**Date and time of next meeting:** 24<sup>th</sup> September 2019 at 10am, Pembrokeshire Coast National Park offices

**Pembrokeshire Public Services Board**  
**Bwrdd Gwasanaethau Cyhoeddus Sir Benfro**



**25 Mehefin 2019 am 10am – Neuadd y Sir, Hwlfordd**

1. Croeso ac ymddiheuriadau
2. Cofnodion y cyfarfod diwethaf
3. Cofnod gweithred
4. Adroddiad blynyddol drafft 2018-19
5. Ymateb Cynulliad Ieuenctid Sir Benfro i gyfarfod â'r Cadeirydd
6. Cyflogwyr Cyfeillgar i Faethu
7. Galwad am Dystiolaeth gan Swyddfa Archwilio Llywodraeth Leol Cymru Adolygiad o Fyrddau Gwasanaethau Cyhoeddus (PSBs) ac effeithiolrwydd gweithio mewn partneriaeth
8. Adborth o ddigwyddiad rhanbarthol PSB De Orllewin Cymru
9. Unrhyw fater arall

**Dyddiad ac amser y cyfarfod nesaf:** 24 Medi 2019 am 10am, swyddfeydd Parc Cenedlaethol Arfordir Penfro

**Pembrokeshire Public Services Board**  
**Bwrdd Gwasanaethau Cyhoeddus Sir Benfro**



**MINUTES OF PEMBROKESHIRE PUBLIC SERVICES BOARD**  
**Tuesday 30<sup>th</sup> April 2019 at 10.00am**  
**PLANED Offices, Narberth**

**Present:**

Sue Leonard	Chief Officer, PAVS (Vice-Chair)
Ian Westley	Chief Executive, Pembrokeshire County Council (left 11.25am)
Kevin Jones	Assistant Chief Fire Officer, M&WW Fire & Rescue Service
Andrea Winterton	SW Operations Manager Pembrokeshire, Marine and Monitoring, Natural Resources Wales
Barry Walters	Interim Principal, Pembrokeshire College
Rowland Rees-Evans	Chair, M&WW Fire Authority
Jonathan Feild	Employer and Partnership Manager, DWP
Anna Bird	Head of Strategic Partnership Development, Hywel Dda University Health Board
Elaine Lorton	County Director, Pembrokeshire Hywel Dda UHB
Dr Steven Jones	Director of Community Services, PCC
Iwan Thomas	Chief Executive Officer, PLANED
Cris Tomos	Cabinet Member for Environment and Welsh Language
Martyn Palfreman	Head of Regional Collaboration, WWCP
Alison Perry	Director of Commissioning, OPCC
Supt. Ross Evans	Dyfed Powys Police
James Parkin	Director of Countryside, Community and Visitor Services, PCNPA
Natalie Pearson	Head of Engagement, Welsh Government

Support/Secretariat

Nick Evans	Partnership & Scrutiny Support Manager, PCC
Lynne Richards	Partnership & Scrutiny Support Co-ordinator, PCC

In attendance

Amy Richmond-Jones	Engagement, Planning and Performance Manager, Mid & West Wales Fire & Rescue Service
Jonathan Griffiths	Director of Social Services and Housing, PCC
Chris Harrison	Head of Strategic Joint Commissioning, PCC
Gwyneth Jones	Team Leader, Community Connectors Team
Rhys Eynon	Learning Disability Connector Champion

**Apologies**

Tegryn Jones	Chief Executive, PCNPA (Chair)
Sarah Jennings	Director of Partnerships & Corporate Services, Hywel Dda University Health Board
Judith Hardisty	Interim Chair, Hywel Dda University Health Board
Ros Jervis	Director of Public Health, Hywel Dda University Health Board
Andy Jones	Interim Chief Executive, Port of Milford Haven

The meeting commenced at 10.00am.

## **1. Welcome and Apologies**

Introductions were made and apologies received from those listed above.

SL noted that she would be Chairing the meeting in the absence of TJ and congratulated Barry Walters on being appointed as Principal of Pembrokeshire College.

## **2. Presentation: Pembrokeshire Preventions Programme Board**

SL and CH gave a presentation on the Pembrokeshire Preventions Programme board, focusing on;

- Partners involved
- The shared vision for the Board and overarching vision to create active, resourceful and connected communities
- Examples of projects under the programme board, e.g. PIVOT
- The role of the Community Connectors
- Where to obtain further information
- Evaluation of the programmes and awards
- Next steps

GJ outlined the role of the Community Connector team, to promote well-being, connect strengths within communities and work with individuals to create opportunities. RE noted that he had been working with the team for the last three months in the south of the county and outlined some of the work he had been involved with to date. Information on these projects would be circulated following the meeting.

LR

MP gave a brief update to partners on the transformation fund for the region through the West Wales Care Partnership and bids submitted/responses awaited. He noted that discussions had taken place about rolling out the Community Connectors programme as a model for the region and also that in submissions to Welsh Government, statutory partners have been specific about how core funding should be re-invested in prevention programmes. There was a brief discussion around the cost benefits of some of the programmes such as PIVOT and SL highlighted the difficulties around 'proving a negative' and demonstrative the value of a preventions approach.

The presentation would be circulated to partners following the meeting.

LR

## **3. Presentation: A Healthier Mid and West Wales: Our Future Generations Living Well**

AB provided an update on the Transforming Clinical Services consultation and public consultation on Health Services in Pembrokeshire that had taken place during April to July 2018, the recommendations from which had been developed into a 20 year strategy for the Health Board.

In relation to the Community Model outlined as part of the presentation, EL gave an update on the themes raised and analysis of discussions held in Integrated Community Network discussions to date.

AB concluded the presentation by outlining Hywel Dda's commitments in relation to their Health and Well-being Framework, their shared vision, strategic goals and long term outcomes and the movement for change – working with people rather than doing things for them.

The presentation would be circulated to partners following the meeting.

LR

#### **4. PSB-RPB collaborative working**

AB gave a brief update on the event held on 27<sup>th</sup> March 2019 which she and NE had attended and some of the key messages from the day, which she outlined as follows;

- Working together and finding the touch-points for integration and collaboration between the work of PSBs and RPBs is a priority and an expectation of Welsh Government and the Future Generations Commissioner.
- The respective roles and responsibilities of PSBs and RPBs are not always clearly understood – a fact sheet was shared to summarise the two pieces of legislation (see attached).
- PSBs have a responsibility for population well-being at a local authority area level; RPBs have a responsibility to drive forward the integration of health and social services across a regional footprint.
- It is intended that PSBs and RPBs will complement each other rather than work in isolation, building on common areas of interest e.g. prevention and early intervention, involvement and co-production.
- PSBs have a key role working across local public services but also need to determine how best to combine their efforts and work differently. Welsh Government will support PSBs who wish to work more closely together and it was indicated that there may be funding available to support this.

KJ noted that there was a lack of focus from Welsh Government on PSBs in general. It was also noted that there had been nothing received to date from the facilitators of the event as promised.

Partners agreed with the request that the regional PSB meeting due to be held on 7<sup>th</sup> June be externally facilitated and noted that it would provide an opportunity to identify practical areas where regional work could be taken forward.

#### **5. Foster Friendly Employers**

This item would be deferred to the next meeting on 25<sup>th</sup> June 2019.

#### **6. Minutes of last meeting**

The minutes of the last meeting held on Tuesday 19<sup>th</sup> February 2019 were agreed as an accurate record.

#### **7. Action Log**

**Pt 2** – Partnership team to look into the best way/s to bring a young person's perspective to the work of the PSB

NE noted that TJ had attended a Youth Assembly meeting and he would update partners at the next meeting.

**NE -  
Agenda**

**Pt 6** – Foster Friendly Employers – deferred to next meeting as above.

**NE -  
Agenda**

**Pt 7** – NE noted that discussions had taken place with regional colleagues regarding agenda items for the Regional PSB meeting on 7<sup>th</sup> June. Items would include the links between the RPB and PSBs and local food procurement. Partners were asked to contact NE if they had not yet received an invitation.

SL noted that building local wealth had been raised by SPJ at the last meeting and that this should be added to a future agenda.

**NE –  
Work  
prog.**

All other actions had been completed.

## **8. Well-being Plan Project updates**

### Project 1 - Recruitment and Employment Transformation Framework

JF gave an overview of the update circulated prior to the meeting. He noted that Pembrokeshire College would be producing a Managers Guidelines booklet for the project which would be shared as part of updates at the next meeting and that how to promote outcomes from the project would be discussed at an operational meeting to be held later in the afternoon. Points of contact had been appointed in all organisations involved regarding placements. Feedback from the Regional Learning and Skills Partnership on skills requirements in the region would be fed into the project.

**JF**

### Project 2 - Environment and Climate Change Risk Assessment

AW gave a verbal update. In relation to a Climate Change Risk Assessment, a report had been commissioned on a 3-county basis and provided an assessment of data and risk in each county. Six specific areas of risk had been identified in Pembrokeshire as;

- Fishguard Lower Town
- Solva
- Pembroke
- Pembroke Dock
- Little Haven
- Haverfordwest

AW outlined the next steps in the process in terms of engagement with communities and noted that the finalised report would be available in May, so could be added to the June agenda for discussion.

**NE -  
Agenda**

With regard to the Environmental Risk Assessment, AW noted that an area profile for the South West had been developed and over the next few months work would continue to develop this further as a result of which area statements would be produced. Draft versions were available on the NRW website and AW would provide the links to these for circulation.

**AW**

## Project 4 – Doing Things Differently

Updated on Integrated Community Networks provided under Item 3 above.

NE noted that the PSB had agreed to look at other issues as part of this project, including data sharing, and that further discussions would need to take place at some point into how to take forward these additional areas.

**NE –  
Work  
prog.**

## Project 5 – Celebrating the Great Outdoors

Update to be provided at the next meeting.

## Projects 6, 7 & 8 - “Community”-themed projects

SL updated partners on a bid submitted to WG as part of the WWCP Transformation programme for funding for PSBs to take forward engagement work across the region. IT also gave a brief update on the Community Well-being and Resilience project and ongoing work in Hook, Scleddau and Trecwn.

## **9. AOB**

NE noted that the next meeting would be held in County Hall and would be webcast unless partners indicated otherwise. There were no objections.

The draft PSB annual report would be presented at the next meeting and NE/LR would be in touch with lead officers for each project over the next month.

RR-E informed partners that this would be his last meeting as his term as Chair of the MAWW Fire Authority was coming to an end. He thanked partners for the opportunity to be involved in the work of Pembrokeshire’s PSB.

JP noted that the National Park were currently looking into ways of delivering tourism in Pembrokeshire and its contribution to well-being. He offered to provide a destination partnership presentation at a future meeting and this would be added to the work programme.

**NE –  
Work  
prog.**

SL noted that National Volunteers Week would take place in June with a Volunteering Fair being held by PAVS on 5<sup>th</sup> June to promote opportunities for volunteering in Pembrokeshire. She would forward details to LR for circulation to partners and promotion through their networks.

**SL/LR**

The meeting ended at 12.30pm.

**Pembrokeshire Public Services Board**  
**Bwrdd Gwasanaethau Cyhoeddus Sir Benfro**



**COFNODION BWRDD GWASANAETHAU CYHOEDDUS SIR BENFRO**  
**Dydd Mawrth, y 30<sup>ain</sup> o Ebrill 2019 am 10.00 a.m.**  
**Swyddfeydd PLANED, Arberth**

**Presennol:**

Sue Leonard	Prif Swyddog, PAVS (Is-gadeirydd)
Ian Westley	Prif Weithredwr, Cyngor Sir Penfro (gadawodd am 11.25 a.m.)
Kevin Jones	Prif Swyddog Tân Cynorthwyol, Gwasanaeth Tân ac Achub Canolbarth a Gorllewin Cymru
Andrea Winterton	Rheolwr Gweithrediadau y De-orllewin Sir Benfro, Morol a Monitro, Cyfoeth Naturiol Cymru
Barry Walters	Pennaeth Dros Dro, Coleg Penfro
Rowland Rees-Evans	Cadeirydd, Awdurdod Tân Canolbarth a Gorllewin Cymru
Jonathan Feild	Cyflogwr a Rheolwr Partneriaeth, DWP
Anna Bird	Pennaeth Datblygu Partneriaethau Strategol, Bwrdd Iechyd Prifysgol Hywel Dda
Dr Steven Jones	Cyfarwyddwr Gwasanaethau Cymunedol, Cyngor Sir Penfro
Iwan Thomas	Prif Weithredwr, PLANED
Cris Tomos	Aelod Cabinet dros yr Amgylchedd a'r Gymraeg
Martyn Palfreman	Pennaeth Cydweithredu Rhanbarthol, Partneriaeth Gofal Gorllewin Cymru
Alison Perry	Cyfarwyddwr Comisiynu, Swyddfa Comisiynydd yr Heddlu a Throseddau
Uwch-arolygydd Ross Evans	Heddlu Dyfed Powys
James Parkin	Cyfarwyddwr Gwasanaethau Cefn Gwlad, Cymunedol ac Ymwelwyr, PCNPA
Natalie Pearson	Pennaeth Ymgysylltu, Llywodraeth Cymru
<u>Cymorth / Ysgrifenyddiaeth</u>	
Nick Evans	Rheolwr Partneriaeth a Chymorth Craffu, CSP
Lynne Richards	Cyd-drefnydd Partneriaeth a Chymorth Craffu, CSP

Yn bresennol

Amy Richmond-Jones	Rheolwr Ymgysylltu, Cynllunio a Pherfformiad, Gwasanaeth Tân ac Achub Canolbarth a Gorllewin Cymru
Jonathan Griffiths	Cyfarwyddwr y Gwasanaethau Cymdeithasol a Thai, CSP
Chris Harrison	Pennaeth Cyd-gomisiynu Strategol, CSP
Gwyneth Jones	Arweinydd Tîm, Tîm Cysylltwyr Cymunedol
Rhys Eynon	Hyrwyddwr a Chysylltwyr Anableded Dysgu

**Ymddiheuriadau**

Tegryn Jones	Prif Weithredwr, PCNPA (Cadeirydd)
Sarah Jennings	Cyfarwyddwr Partneriaethau a Gwasanaethau Corfforaethol, Bwrdd Iechyd Prifysgol Hywel Dda
Judith Hardisty	Cadeirydd Dros Dro, Bwrdd Iechyd Prifysgol Hywel Dda



Ros Jervis                                      Cyfarwyddwr Iechyd Cyhoeddus, Bwrdd Iechyd Prifysgol  
Hywel Dda  
Andy Jones                                      Prif Weithredwr Dros Dro, Porthladd Aberdaugleddau

Cychwynnodd y cyfarfod am 10.00 a.m.

## 1. Croeso ac Ymddiheuriadau

Gwnaed cyflwyniadau a derbyniwyd ymddiheuriadau gan y rheiny a restrwyd uchod.

Nododd SL y byddai hi'n cadeirio'r cyfarfod yn absenoldeb TJ a llongyfarchodd Barry Walters ar ei benodi'n Bennaeth Coleg Penfro.

## 2. Cyflwyniad: Bwrdd Rhaglen Atal Sir Benfro

Rhoddodd SL a CH gyflwyniad ar Fwrdd Rhaglen Atal Sir Benfro, gan ganolbwyntio ar y canlynol:

- Y Partneriaid
- Y weledigaeth a rennir ar gyfer y Bwrdd a'r weledigaeth drosfwaol i greu cymunedau prysur, dyfeisgar a chysylltiedig
- Enghreifftiau o brosiectau dan fwrdd y rhaglen, e.e. PIVOT
- Swyddogaeth y Cysylltwyr Cymunedol
- Lle i gael gwybodaeth bellach
- Gwerthusiad o'r rhaglenni a'r dyfarniadau
- Y camau nesaf

Amlinellodd GJ swyddogaeth y tîm o Gysylltwyr Cymunedol, i hybu lles, cysylltu cryfderau o fewn cymunedau a gweithio gydag unigolion i greu cyfleoedd. Nododd RE ei fod wedi bod yn gweithio gyda'r tîm am y tri mis diwethaf yn ne'r sir ac amlinellodd beth o'r gwaith yr oedd wedi bod yn ymwneud ag ef hyd yma. Byddai gwybodaeth am y prosiectau hyn yn cael ei chylchredeg yn dilyn y cyfarfod.

LR

Rhoddodd MP ddiweddariad byr i'r partneriaid am y gronfa drawsnewid ar gyfer y rhanbarth drwy Bartneriaeth Gofal Gorllewin Cymru a'r cynigion a gyflwynwyd / yr atebion a ddisgwylid. Nododd fod trafodaethau wedi cael eu cynnal ynghylch lledaenu rhaglen y Cysylltwyr Cymunedol fel model i'r rhanbarth a hefyd mewn cyflwyniadau i Lywodraeth Cymru, fod partneriaid statudol wedi bod yn benodol ynghylch y ffordd y dylai cyllid craidd gael ei ailfuddsoddi mewn rhaglenni atal. Cafwyd trafodaeth fer ynghylch manteision cost rhai o'r rhaglenni megis PIVOT a thynnodd SL sylw at yr anawsterau ynghylch 'profi'r negyddol' a dangos gwerth y dull atal.

Byddai'r cyflwyniad yn cael ei gylchredeg i'r partneriaid yn dilyn y cyfarfod.

LR

## 3. Cyflwyniad: Canolbarth a Gorllewin Cymru mwy iach: Cenedlaethau'r Dyfodol yn Byw'n Dda

Rhoddodd AB ddiweddariad ar yr ymgynghoriad, Trawsnewid Gwasanaethau Clinigol, ac ymgynghoriad cyhoeddus ar Wasanaethau Iechyd yn Sir Benfro oedd wedi ei gynnal yn ystod Ebrill i Orffennaf 2018. O argymhellion hwn datblygwyd strategaeth 20 mlynedd ar gyfer y Bwrdd Iechyd.

Mewn perthynas â'r Model Cymunedol a amlinellwyd fel rhan o'r cyflwyniad, rhoddodd EL ddiweddariad ar y themâu a godwyd a dadansoddiad o'r trafodaethau a gynhaliwyd mewn trafodaethau Rhwydwaith Cymunedol Integredig hyd yma.

Terfynodd AB y cyflwyniad drwy amlinellu ymrwymadau Hywel Dda o ran eu Fframwaith Iechyd a Lles, eu gweledigaeth gyffredin, eu nodau strategol a'r canlyniadau tymor hir a'r symudiad dros newid – gweithio gyda phobl yn hytrach na gwneud pethau iddynt.

Byddai'r cyflwyniad yn cael ei gylchredeg i'r partneriaid yn dilyn y cyfarfod.

LR

#### **4. Gweithio cydweithredol PSB-RPB**

Rhoddodd AB ddiweddariad byr ar y digwyddiad a gynhaliwyd ar y 27<sup>ain</sup> o Fawrth 2019, yr oedd hi ac NE yn bresennol ynddo a rhai o'r negeseuon allweddol o'r diwrnod, a amlinellwyd ganddi fel a ganlyn;

- Mae cydweithio a dod o hyd i fannau cyffwrdd ar gyfer integreiddio a chydweithredu rhwng gwaith y Byrddau Gwasanaethau Cyhoeddus (PSBs) a'r Byrddau Partneriaeth Rhanbarthol (RPBs) yn flaenoriaeth ac yn ddisgwyliad gan Lywodraeth Cymru a Chomisiynydd Cenedlaethau'r Dyfodol.
- Nid yw rolau a chyfrifoldebau gwahanol y PSBs a'r RPBs bob amser wedi cael eu deall yn glir - rhannwyd tudalen ffeithiau i grynhoi'r ddau ddarn o ddeddfwriaeth (gweler ynghlwm).
- Mae gan y PSBs gyfrifoldeb am les poblogaeth ar lefel ardal awdurdod lleol; mae gan yr RPBs gyfrifoldeb i weithio tuag at integreiddio iechyd a gwasanaethau cymdeithasol ar draws ôl-troed rhanbarthol.
- Y bwriad yw i'r PSBs a'r RPBs ategu ei gilydd yn hytrach na gweithio ar eu pen eu hunain, gan adeiladu ar feysydd o ddiddordeb sy'n gyffredin i'r ddau, e.e. atal ac ymyrryd yn gynnar, cynnwys a chydgyhyrchu.
- Mae gan y PSBs rôl allweddol mewn gweithio ar draws gwasanaethau cyhoeddus lleol ond mae angen iddynt hefyd benderfynu beth yw'r ffordd orau i gyfuno'u hymdrechion a gweithio'n wahanol. Bydd Llywodraeth Cymru yn cefnogi PSBs sy'n dymuno gweithio'n agosach gyda'i gilydd ac awgrymwyd efallai y byddai cyllid ar gael i gefnogi hyn.

Nododd KJ fod diffyg ffocws gan Lywodraeth Cymru ar y PSBs yn gyffredinol. Nodwyd hefyd na dderbyniwyd dim hyd yma oddi wrth hwyluswyr y digwyddiad fel yr addawyd.

Cytunai'r partneriaid â'r cais i gyfarfod y PSB Rhanbarthol, oedd i fod i gael ei gynnal ar y 7<sup>fed</sup> o Fehefin, gael ei hwyluso'n allanol a nodwyd y byddai'n cynnig cyfle i benderfynu ar feysydd ymarferol lle y gellid datblygu gwaith rhanbarthol.

#### **5. Cyflogwyr Cyfeillgar i Faethu**

Byddai'r eitem hon yn cae ei gohirio hyd y cyfarfod nesaf ar y 25<sup>ain</sup> o Fehefin 2019.

#### **6. Cofnodion y cyfarfod diwethaf**

Cytunwyd bod cofnodion y cyfarfod diwethaf a gynhaliwyd Ddydd Mawrth, y 19<sup>eg</sup> o Chwefror 2019, yn gofnod cywir.

## 7. Cofnod gweithredu

**Pt 2** - Tîm y Bartneriaeth i edrych ar y ffordd/ffyrdd gorau i ddod â phersbectif person ifanc i waith y PSB.

Nododd NE fod TJ wedi bod i gyfarfod y Cynulliad leuenctid ac y byddai'n rhoi diweddariad i'r aelodau yn y cyfarfod nesaf.

NE -  
Agenda

**Pt 6** - Cyflogwyr Cyfeillgar i Faethu - gohiriwyd tan y cyfarfod nesaf fel uchod.

NE -  
Agenda

**Pt 7** - Nododd NE fod trafodaethau wedi cael eu cynnal gyda chydweithwyr rhanbarthol ynghylch eitemau ar gyfer agenda cyfarfod y PSB Rhanbarthol ar y 7<sup>fed</sup> o Fehefin. Byddai'r eitemau'n cynnwys y cysylltiadau rhwng yr RPB a'r PSBs a chaffael bwyd lleol. Gofynnwyd i'r partneriaid gysylltu ag NE os nad oeddent wedi derbyn gwahoddiad eto.

Nododd SL fod adeiladu cyfoeth lleol wedi cael ei godi gan SPJ yn y cyfarfod diwethaf ac y dylid ychwanegu hyn at agenda yn y dyfodol.

NE -  
Rhaglen  
waith

Roedd pob cam gweithredu arall wedi cael ei gwblhau

## 8. Diweddariadau Prosiect Cynllun Lles

### Prosiect 1 - Fframwaith Trawsnewid Recriwtio a Chyflogaeth

Rhoddodd JF drosolwg ar y diweddariad a gylchredwyd cyn y cyfarfod. Nododd y byddai Coleg Penfro yn cynhyrchu llyfryn Canllawiau i Reolwyr ar gyfer y prosiect a fyddai'n cael ei rannu fel rhan o'r diweddariadau yn y cyfarfod nesaf ac y câi'r modd i hybu deilliannau o'r prosiect ei drafod mewn cyfarfod gweithredol i'w gynnal yn ddiweddarach yn y prynhawn. Roedd pwyntiau cyswllt wedi cael eu pennu yn yr holl sefydliadau oedd yn cymryd rhan ynglŷn â lleoliadau. Byddai adborth gan y Bartneriaeth Dysgu a Sgiliau Ranbarthol ar y gofynion o ran sgiliau yn y rhanbarth ei fwydo i mewn i'r prosiect.

JF

### Prosiect 2 - Asesiad Risg Amgylcheddol a'r Newid yn yr Hinsawdd

Rhoddodd AW ddiweddariad ar lafar. Gyda golwg ar Asesiad Risg Newid yn yr Hinsawdd, roedd adroddiad wedi cael ei gomisiynu ar sail 3-sir a rhoddai asesiad o ddata a risg ym mhob sir. Roedd chwe ardal benodol o risg wedi eu canfod yn Sir Benfro, sef:

- Gwaelod Tref Abergwaun
- Solfach
- Penfro
- Doc Penfro
- Aberfechan
- Hwlfordd

Amlinellodd AW y camau nesaf yn y broses o ymgysylltu â chymunedau a nododd y byddai'r adroddiad terfynol ar gael ym mis Mai, ac felly y gellid ei ychwanegu i agenda Mehefin i'w drafod.

NE -  
Agenda

Gyda golwg ar yr Asesiad Risg Amgylcheddol, nododd AW fod proffil ardal ar gyfer y De-orllewin wedi cael ei ddatblygu ac y byddai gwaith yn parhau dros yr ychydig fisoedd nesaf i ddatblygu hyn ymhellach ac o ganlyniad i hynny câi datganiadau ardal eu

AW

cynhyrchu. Roedd fersiynau drafft ar gael ar wefan Cyfoeth Naturiol Cymru a byddai AW yn rhoi'r dolenni cyswllt i'r rhain i'w cylchredeg

#### Prosiect 4 - Gwneud Pethau'n Wahanol

Rhoddwyd diweddariad ar y Rhwydweithiau Cymunedol Integredig dan eitem 3 uchod.

Nododd NE fod y PSB wedi cytuno i edrych ar faterion eraill fel rhan o'r prosiect hwn, gan gynnwys rhannu data, ac y byddai angen cynnal trafodaethau pellach ar ryw bwynt ynghylch y ffordd i ddatblygu'r meysydd ychwanegol hyn.

**NE –  
Rhaglen  
waith**

#### Prosiect 5 - Dathlu'r Awyr Agored

Diweddariad i gael ei roi yn y cyfarfod nesaf.

#### Prosiectau 6,7 ac 8 - prosiectau ar thema "Cymuned"

Rhoddodd SL ddiweddariad i'r partneriaid ar fid a gyflwynwyd i Lywodraeth Cymru fel rhan o raglen Trawsnewid WWCP am gyllid i'r PSBs ddatblygu gwaith ymgysylltu ar draws y rhanbarth. Rhoddodd IT hefyd ddiweddariad cryno ar y prosiect Lles a Gwytnwch Cymunedol a gwaith sy'n mynd ymlaen yn Hook, Scleddau a Thre-cŵn.

### **9. Unrhyw Fater Arall**

Nododd NE y byddai'r cyfarfod nesaf yn cael ei gynnal yn Neuadd y Sir ac y byddai'n cael ei ddarparu ar y we oni fyddai partneriaid yn cynghori fel arall. Nid oedd dim gwrthwynebiad.

Câi adroddiad blynyddol y PSB ei gyflwyno yn y cyfarfod nesaf a byddai NE/LR mewn cysylltiad â swyddogion arweiniol ar gyfer pob prosiect dros y mis nesaf.

Hysbysodd RR-E y partneriaid mai hwn fyddai ei gyfarfod olaf gan fod ei dymor fel Cadeirydd Awdurdod Tân Canolbarth a Gorllewin Cymru yn dod i ben. Diolchodd i'r partneriaid am y cyfle i gymryd rhan yng ngwaith PSB Sir Benfro.

Nododd JP fod y Parc Cenedlaethol ar hyn o bryd yn edrych i mewn i ffyrdd o gyflawni twristiaeth yn Sir Benfro a'i gyfraniad i les. Cynigiodd ddarparu cyflwyniad partneriaeth cyrchfannau mewn cyfarfod yn y dyfodol a chât hyn ei ychwanegu ar y rhaglen waith.

**NE –  
Rhaglen  
waith**

Nododd SL y byddai'r Wythnos Wirfoddolwyr Genedlaethol yn cael ei chynnal ym mis Mehefin gyda Ffair Wirfoddoli yn cael ei chynnal gan PAVS ar y 5<sup>ed</sup> o Fehefin i hybu cyfleoedd i wirfoddoli yn Sir Benfro. Byddai hi'n anfon manylion i LR i'w cylchredeg i'r partneriaid ac iddynt eu hybu drwy eu rhwydweithiau.

**SL/LR**

Daeth y cyfarfod i ben am 12.30 p.m.

**ACTION LOG**  
**Pembrokeshire Public Services Board Meeting, Tuesday 30<sup>th</sup> April 2019**  
**PLANED Offices, Narberth**

<b>Present</b>	<p>Sue Leonard  Ian Westley  Kevin Jones  Andrea Winterton  Barry Walters  Rowland Rees-Evans  Jonathan Feild  Anna Bird  Dr Steven Jones  Iwan Thomas  Cris Tomos  Martyn Palfreman  Alison Perry  Supt. Ross Evans  James Parkin  Natalie Pearson</p> <p><u>Support/Secretariat</u></p> <p>Nick Evans  Lynne Richards</p> <p><u>In attendance</u></p> <p>Amy Richmond-Jones  Jonathan Griffiths  Chris Harrison  Gwyneth Jones  Rhys Eynon</p>	<p>Chief Officer, PAVS (Vice-Chair)  Chief Executive, Pembrokeshire County Council (left 11.25am)  Assistant Chief Fire Officer, M&amp;WW Fire &amp; Rescue Service  SW Operations Manager Pembrokeshire, Marine and Monitoring, Natural Resources Wales  Interim Principal, Pembrokeshire College  Chair, M&amp;WW Fire Authority  Employer and Partnership Manager, DWP  Head of Strategic Partnership Development, Hywel Dda University Health Board  Director of Community Services, PCC  Chief Executive Officer, PLANED  Cabinet Member for Environment and Welsh Language  Head of Regional Collaboration, WWCP  Director of Commissioning, OPCC  Dyfed Powys Police  Director of Countryside, Community and Visitor Services, PCNPA  Head of Engagement, Welsh Government</p> <p>Partnership &amp; Scrutiny Support Manager, PCC  Partnership &amp; Scrutiny Support Co-ordinator, PCC</p> <p>Engagement, Planning and Performance Manager, Mid &amp; West Wales Fire &amp; Rescue Service  Director of Social Services and Housing, PCC  Head of Strategic Joint Commissioning, PCC  Team Leader, Community Connectors Team  Learning Disability Connector Champion</p>
<b>Apologies</b>	<p>Tegryn Jones  Sarah Jennings  Judith Hardisty  Ros Jervis  Andy Jones</p>	<p>Chief Executive, PCNPA (Chair)  Director of Partnerships &amp; Corporate Services, Hywel Dda University Health Board  Interim Chair, Hywel Dda University Health Board  Director of Public Health, Hywel Dda University Health Board  Interim Chief Executive, Port of Milford Haven</p>

No.	Action	Owner	Target Date	Resolution
1.	Circulate 'Pembrokeshire Preventions Programme Board' and 'A Healthier Mid and West Wales: Our Future Generations Living Well' presentations from 30 <sup>th</sup> April meeting	LR	asap	Circulated 10-05-2019
2.	Circulate information on projects mentioned by LD Connector Champion as part of Pembrokeshire Preventions Programme Board presentation	LR	asap	Circulated 10-05-2019
3.	Agenda following items for next meeting; <ul style="list-style-type: none"> <li>• An update on the Chair's attendance at Youth Assembly meeting</li> <li>• Foster Friendly Employers</li> <li>• Climate Change Risk Assessment (as part of Well-being Project updates)</li> <li>• Well-being Project updates</li> </ul>	NE	Next meeting	On agenda or included as part of annual report
4.	The following items to be added to the PSB's forward work programme; <ul style="list-style-type: none"> <li>• Building Local Wealth (SPJ)</li> <li>• Project 4 – discussion around additional priorities in WB Plan e.g. data sharing</li> <li>• Tourism – destination partnership programme presentation (James Parkin)</li> </ul>		Future meetings dependent on Board priorities	To be discussed further. Propose to hold a PSB work planning session in Aug-Sep to agree priorities and work programme for 19-20
5.	Send links to draft versions of Area Statements to LR for circulation	AW	asap	Circulated 10-05-2019



**Item 5**

<b>DATE OF MEETING</b>	25 <sup>th</sup> June 2019
<b>REPORT TITLE</b>	Pembrokeshire Youth Assembly response to meeting with the Chair 20 <sup>th</sup> March 2019.
<b>PURPOSE</b>	<p>Following a presentation to PSB from representatives of Pembrokeshire Youth Assembly in February, the Chair of Pembrokeshire’s PSB was invited to attend a meeting of the Youth Assembly in March.</p> <p>The purpose of the meeting was to listen to the views of young people on the work streams in the Well-being Plan and to consider what contribution young people might make in the delivery of these priorities and how else they might be involved.</p> <p>The attached report provides an overview of discussions held in relation to each area of work.</p>
<b>RECOMMENDATION(S)</b>	That the feedback from the Youth Assembly is noted and incorporated into considerations around the delivery of PSB work streams in the Well-being Plan as appropriate.
<b>AUTHOR</b>	Tegryn Jones, Chair of the PSB





## **Pembrokeshire Youth Assembly response to meeting with the Chair – 20<sup>th</sup> March 2019**

### **Well-being Plan Projects:**

#### **1. Recruitment and Employment Transformation Framework**

- More work placement opportunities
- More training opportunities for 16 and under, this would result in more confidence in young people to apply for jobs and employers would be more inclined to employ young people
- A clear and fairer systems within organisations
- More apprenticeship opportunities in local business and public services
- More opportunities for people with disabilities physical and learning (Engage to change – national project)
- Technology updating county wide
- Better transport so ensure that people can travel to and from work
- Long term investment to ensure people can stay in jobs
- Positive media to encourage the best people to apply for the jobs

#### **2. Environmental and Climate Change Risk Assessment – we're unsure at what you mean**

- Use less paper in schools, use electronic methods
- Allow young people to use their own equipment in schools, for people who cannot afford it equipment look at using the deprivation grant
- Offer incentives to local small business
- Encourage all schools and public service boards to have an active environmental policy
- How does Pembrokeshire contribute to the bigger picture
- Less plastic being used
- Develop resources that can be used to educate people
- Explain what is currently happening
- Ensure that technology used is current and up to date so there can be a reduction in other equipment that is used
- Be wary of potential job cuts as a result of going too clean!
- Challenge people to change – people need to be exposed to challenge to develop resilience
- Sharing resources and skills

### **3. Becoming a Carbon Neutral County**

- Avoid producing CO<sub>2</sub>, it leads and contributes to global warming
- Try different techniques to produce electricity such as solar farming or windmills
- Make it easier for people to apply for planning when looking at alternative ways to produce energy
- Making charging points for electric cars more accessible
- Less use of single use plastics in the county
- Encourage schools / public services to not use as much plastic and try to reduce the amount of waste
- Plant more trees
- Provide clear information when introducing the new waste system
- Support local businesses like butchers etc. and encourage people and organisations to buy local
- Increase prices of international products
- Campaign to national government to work with bigger companies to reduce the amount of packaging that they use.
- Use incentives for local business to use less packaging
- Encourage organisations to make better use of technology to reduce the amount of time spent travelling

### **4. Doing Things Differently**

- Whatever they are doing now change it slightly
- Maybe do more research into the increase in mental health issue and how to reduce them
- Better facilities / newer buildings
- Have a mixture and a variety of different ages on councils
- Include the opinions of young people in Pembrokeshire – Town Council, increase opportunities for the development of Youth Councils
- Consultation with young people
- Doing more in smaller villages
- Mapping what assets people have in their own communities

### **5. Celebrating the Great Outdoors**

- Create paths outdoors which people want to go to

- Outdoor classrooms
- Encourage young people to sign up to DOE
- Develop a similar programme like DOE for adults
- Pembrokeshire is very weather dependant
- Loyalty card / incentives for Pembrokeshire residents
- Have a day in schools where pupils can build dams, treehouses and enjoy the great outdoors
- Have more community clubs where people can come together and go on walks
- Do it less directly – not putting people of the idea

## 6. Community Participation

- Keep / save and develop Youth Services
- Good community participation enables public services to be accountable to the community
- Know what's going on in your community so you can participate
- Development of community hubs
- Better marketing of what is available
- More information in suitable formats
- One stop shop
- Increasing activity in smaller villages to ensure these people don't feel isolated – links to reduction on transport services
- Different boards coming together to create plans and show what they think they should be doing
- Have more events within smaller communities so more people can get involved
- Work with existing services, increase their capacity as there is a skilled work force
- Get the youth more involved
- Have more variety of boards in communities such as religious groups

## 7. Understanding our Communities

- Consult more with young people when looking at services
- Think about future job opportunities when cutting services
- Encourage people how to express their feelings – building resilience
- Explain why public services are doing things
- Encourage people to feel connected
- Discuss more important topics so the public feel comfortable discussing their issues
- Identify clear outcomes for communities

- Have community boards for different communities such as different religious groups
- Celebrate diversity
- Information sharing

## 8. Meaningful Community Engagement

- Need to have an understanding of what is currently happening
- Listen and act on what people say – ensure nothing is tokenistic
- More youth engagement
- Create more social engagement events that target different groups of people that wouldn't usually attend
- Use existing groups to engage with
- Have community funded groups for people who need it
- Commit to making change and inform people when change has been made
- Embed community engagement in all plans and policy
- Show and evidence the value of community engagement

**Pembrokeshire Public Services Board**  
**Bwrdd Gwasanaethau Cyhoeddus Sir Benfro**



**Item 6**

<b>DATE OF MEETING</b>	25 <sup>th</sup> June 2019
<b>REPORT TITLE</b>	Foster Friendly Employers
<b>PURPOSE</b>	<p>As discussed at the February 2019 meeting of PSB, the Council has agreed to extend the amount of annual leave available to foster carers or prospective foster carers (report considered by Council's Corporate Management Team attached).</p> <p>Partners were invited to consider whether their organisations might adopt a similar scheme to address the shortage of foster carers in the County and to enable foster carers and prospective foster carers to continue in providing much needed and essential support to young people across the County.</p>
<b>RECOMMENDATION(S)</b>	<ul style="list-style-type: none"> <li>(i) That PSB partners feedback any progress within their own organisations to support the foster friendly employer initiative.</li> <li>(ii) That the PSB discuss and agree any collaborative activity which might help to support partners to adopt the scheme.</li> </ul>
<b>AUTHOR</b>	Ian Westley, Chief Executive, PCC



## **Item 6 Appendix A**

### **Report for Corporate Management Team**

**From:** Head of HR / Director of Social Services

**Date:** 23<sup>rd</sup> January 2019

#### **Foster Care Leave**

##### **Purpose**

1. The purpose of this report is to obtain CMT's feedback in relation to the proposed changes to the Council's leave provisions for employees who are foster carers or prospective foster carers.

##### **Background**

2. The Council currently spends a significant amount of money on independent foster carers due to a shortage of local authority foster carers. In order to address this issue, the Children in Care team are working on a 'foster friendly employer' initiative to encourage local businesses to support their employees, by offering flexible working opportunities and time off work, to become foster carers with the Council.

3. As part of this process, the Fostering Team are keen to encourage more Pembrokeshire County Council (PCC) employees to become foster carers and wish to promote the support that is available to enable employees to take on this role.

4. At present, council employees who are foster carers, are allowed the same rights as parents under the "parental leave policy" which is unpaid leave per year to attend necessary meetings and assessments related to their fostering responsibilities. This leave can be taken in whole or part days. Where both foster parents are employed by the Council only one of the individuals can take the leave or the leave may be apportioned between them.

5. Although there is a number of other supportive measures available, including flexible working to enable school drop offs or to attend meetings these are not currently actively promoted to employees who are, or wish to become foster carers.

6. The Council allows employees who are prospective adoptive parents up to five days paid leave for the purpose of attending pre-adoption meetings, assessments and training. In addition, there are other leave provisions, for example, up to 5 days paid leave per year may be granted to employees who are members of the army reserve for annual training purposes.

7. It is intended that any provisions agreed would only apply where the employee is a foster carer with PCC. It would not apply to those who are independent foster carers.

## **Item 6 Appendix A**

### **Recommendations**

8. Based on the information set out in this report, CMT is asked to consider whether it would be appropriate to review the Council's existing leave provisions for employees who are or wish to become foster carers and consider implementing an element of paid leave. Specifically, views of CMT are sought with regard to the following: -

An amendment to our 'Time off & Special Leave' Policy

- (a) An employee who is applying to become a foster carer may be granted five days extra paid leave to attend any meetings, home visits or training sessions as part of the preparation and assessment process. If a couple is applying and they both work for the Council, they are both allowed the extra leave so that they can support each other.
- (b) Once approved as foster carers, employees are allowed extra three days' leave per year to attend meetings or training and to cover appointments.

9. Subject to CMT's views, the Time off & Special Leave Arrangements Policy will be updated and the new leave provisions promoted to employees along with how the Smarter Working Policy can support these employees to balance their commitments.

### **Background Papers**

none



**Pembrokeshire Public Services Board**  
**Bwrdd Gwasanaethau Cyhoeddus Sir Benfro**



**Item 7**

<b>DATE OF MEETING</b>	25 <sup>th</sup> June 2019
<b>REPORT TITLE</b>	WAO Local Government Study Call for Evidence: Review of Public Services Boards (PSBs) and the effectiveness of partnership working.
<b>PURPOSE</b>	<p>As part of the Auditor General's audit programme for 2019-20, Wales Audit Office is undertaking a review of Public Services Boards and the effectiveness of partnership working.</p> <p>The main areas for the PSB to consider are set out in pages 4 to 7 of the Project Brief and background and questions are outlined in the Call for Evidence document.</p>
<b>RECOMMENDATION</b>	That the PSB considers the call for evidence and agrees any common messages, areas of concern or challenge to feed back to WAO to ensure there is a consistent response from Pembrokeshire partners.
<b>AUTHOR</b>	Steven Jones, Director of Community Services, PCC





WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

Archwilydd Cyffredinol Cymru  
Auditor General for Wales

# Project Brief – Local Government Studies Programme 2019-20

Audit year: 2019-20

Date issued: April 2019

Document reference: 1226A2019-20



This document has been prepared as part of work performed in accordance with statutory functions. Section 41 of the Public Audit (Wales) Act 2004 requires the Auditor General for Wales to undertake or promote studies designed to enable him to make recommendations for improving economy, efficiency and effectiveness in the discharge of the functions of local government bodies.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000.

The section 45 code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties. In relation to this document, the Auditor General for Wales and the Wales Audit Office are relevant third parties. Any enquiries regarding disclosure or re-use of this document should be sent to the Wales Audit Office at

[infoofficer@audit.wales](mailto:infoofficer@audit.wales).

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

This document was produced by Steve Frank

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## Background

- 1 The Auditor General for Wales undertakes a programme of local government studies. These studies focus on a single issue or policy area and review performance and use of resources by public bodies across Wales. The Auditor General consulted on his studies programme in November 2018. This document describes our three new local government studies that are included in the Auditor General's audit programme for 2019-20.
- 2 Our three studies are:
  - Review of Public Service Boards and the effectiveness of partnership working;
  - The impact of austerity on discretionary services in local government; and
  - Commercialisation in local government.
- 3 This document briefly describes the purposes of the reviews, why we think the issues are important, the potential benefits, the focus, the methods, and the main review questions. The outputs, timetable and contacts are considered together to help understand what will happen and when. We use the term Authority to refer to local authorities, national park authorities, and fire and rescue authorities. Police Force or Police and Crime Commissioner are the terms we use to describe the Police.
- 4 In his Annual Plan for 2019-20, the Auditor General for Wales and Wales Audit Office put forward its ambitions for taking our work to the next level by unleashing our full potential as a driver of improvement at the heart of Welsh public services. These include fully exploit our unique perspective, expertise and depth of insight. And to strengthen our position as an authoritative, trusted and independent voice.
- 5 The studies set out below help the Auditor General for Wales meet these ambitions. In particular in focusing on what matters most and what will make the biggest difference to the public and public bodies.

## Purpose of the reviews

- 6 All three reviews will give independent assurance on whether Authorities are improving in line with recent legislative changes, national requirements, local need, and within the resources available.
- 7 The studies are not merely reviews of compliance with legislation but take a wider and strategic view of what users of public services think, consideration of alternative ways of doing things, what works well and why, and any barriers to improvement.

# Review of Public Service Boards and the effectiveness of partnership working

## Why is this issue important?

- 8 The Well-being of Future Generations (Wales) Act 2015 (the 'Act') established statutory Public Service Boards (PSBs) which have replaced the voluntary Local Service Boards in each local authority area. PSBs are required to prepare and publish a Local Well-being 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 well-being goals and how it has taken regard of their assessment of Local Well-being in setting its objectives and steps to take.
- 9 Alongside the statutory Public Services Boards established under the Well-being of Future Generations (Wales) Act 2015, an enhanced level of regional planning has been proposed for local government services in Wales, with associated reforms to funding mechanisms and an increase in the complexity of governance models.
- 10 Public Services Boards face a number of challenges including capacity issues, the complexity of national, regional and local requirements and governance structures, and PSBs have a variable track record in how well they engage with citizens. Local Well-being Assessments and Plans too often they act as a 'plan to make a plan' and have not moved from agreeing where to focus activity to actually setting out a vision underpinned by actions to deliver improvement. As a result, too many plans are not 'owned' by the local communities and do not inspire support or action.

## What are the benefits of this review?

- 11 This review will provide assurance and insight on how well PSBs are delivering the expectations of the Well-being of Future Generations Act, and by working together in tackling complex hard to shift problems. This includes examining the practicalities of joint working, what resources are being used, whether current arrangements are fit for purpose, and what needs to change.
- 12 This review will also allow us to identify how decisions are communicated to partners and the public and whether decisions are transparent to help build a picture of how relationships work in reality.

## Focus of the review

- 13 We are planning this as a two-stage audit.
  - a) Phase one will culminate in a facts only report summarising what has been created and how it operates: geographical split, membership, terms of reference issues, frequency of meetings, alignment with other partnership

forum, budgets, oversight and scrutiny arrangements, risks, etc. This phase will be concluded and reported by the end of the summer of 2019.

- b) The phase two work will report in the spring of 2020 and will focus on whether partners are making a difference from two perspectives. First, from a partnership perspective - for example, integrated budgets, services and delegated decision making – and second from a service user perspective. For instance, how well public bodies collaborate, integrate and involve service users in how services are planned and delivered to improve their wellbeing. Phase 2 will therefore have a strong user focus to demonstrate impact and outcome on people with complex and often challenging needs.
- 14 Phase 2 will look at the complexity of 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. For example, how partners recognise and deal with problems of rough sleeping.

## Method

- 15 The methods used for this study will include:

### Phase 1

- M1 – A thorough review of accumulated audit knowledge and practice, drawing on and referring to previous studies and audits. This includes drawing on and referring to previous studies/audits; the current work on WFG by the WAO and Future Generations Commissioner; the evidence submitted to the Equality, Local Government and Communities Committee on how PSBs are performing; any other relevant reviews and analysis.
- M2 - Desktop review of PSB guidance critiquing what PSBs are expected to achieve; a review of PSB governance and communication material.
- M3 - A comparative analysis of PSBs with partnership structures in England, Northern Ireland and Scotland focussing on membership, accountability and delivery models to draw out differences/similarities.
- M4 - Building upon the 'Working Group on Local Government' review of partnerships, we will map the wider partnership landscape in Wales.
- M5 - A review of Scrutiny Committee papers for those bodies charged with overseeing the work of PSBs.
- M6 - A PSB call for evidence sent to council leaders and chief executives of PSB members to gauge the maturity of current partnership arrangements focussed on whether PSBs have created the step change needed to make a difference for citizens.
- M7 - Telephone interviews with a sample of PSB coordinators and the Future Generations Commissioner and key stakeholders and opinion formers including Welsh Government/sponsored bodies; Wales Council for



Voluntary Action; local Business Forums; town and community councils; and others.

## Phase 2

- M9 - undertake fieldwork with public and voluntary bodies in three areas – Cardiff, Swansea and Wrexham. These are areas with historically high numbers of rough sleepers; local priorities to address rough sleeping in wellbeing assessments and plans; and well-established homeless outreach services.
- M10 - Engagement with a small number of rough sleepers working in partnership with Rough Sleepers Cymru. This will provide qualitative evidence of if public services people have designed and provided services in a way that helped them to address their complex needs.
- M11 - Interviews with national bodies including Welsh Government, Welsh Local Government Association, the office of the Future Generations Commissioner, and representative bodies.

## Main review questions

16 This table sets out the main review question.

Overall question	Lower level questions
<b>Phase one</b> Are partners working effectively through Public Service Boards?	1. Are public bodies effectively organised, resourced and working through PSBs? 2. Are PSB partnership arrangements integrated, streamlined and effective? 3. Are those responsible for scrutinising performance holding PSBs to account? 4. Are PSBs taking account of the FG Commissioners advice?
<b>Phase two</b> Are partners tackling complex problems that cut across public services?	1. Do public bodies have the right partnership arrangements to address complex problems? 2. Are public bodies able to demonstrate the impact of their work on addressing complex problems?

## The impact of austerity on discretionary services in local government

### Why is this issue important?

17 Local government is the economic bedrock of Wales employing over 10% of the Welsh workforce and spending £3.5 billion on goods and services in national and local economies. How sustainable this will become under the influence of further austerity, social and economic change, and shifting patterns of demand is questionable.

18 Councils are currently involved in a wide range of discretionary services that include discrete areas of activity and examples of extensions to statutory services. A review of local government statutory duties in England by the UK government in 2011 found councils provide up to 1,120 functions, activities and services that are deemed 'non-statutory'. Some discretionary services are involved in prevention activity and in many instances, it is this activity that has the best scope to reduce the burden on statutory services. Finding the right balance between investment and withdrawing from the things councils don't need to do is difficult. In addition, involving citizens in agreeing what are the most important services is still in its infancy in Wales. Citizens also may need early warning and time to get used to services being withdrawn and for councils to find alternatives.

## What are the benefits of this review?

- 19 The main benefit of our review is to take a rounded and independent examination of the changing pattern of provision of council discretionary services. It will focus on the national picture and trends for different types of council service areas.
- 20 Our analysis will look at the variation between councils in terms of changes in budgets and how these are impacting on citizens. In addition, we will indicate which discretionary services are most at risk and options to protect and enhance these. An important aspect of the study will be to capture notable practice that can be shared.

## Focus of the review

- 21 The focus of the study is to provide independent assurance by looking at councils approaches to sustaining discretionary services and identify if councils are ensuring changes in provision or cessation of activity do not adversely impact future generations or those with protected characteristics. The study will provide insight on an issue that is much talked about but not well evidenced and provides us with a good opportunity to comment on services which are much valued by citizens across Wales. The review will take a strong focus on risk management and consider how well councils manage the transition from direct service providers towards a different role based on what will be affordable in the future.

## Method

- 22 The methods used for this study will include:
- M1 – a thorough review of accumulated audit knowledge, inspection and experience (CAIKE) drawing on, referring to previous national and local reports, studies, and audits.
  - M2 – We will undertake an analysis of broader performance data submitted by local government bodies, providers and suppliers. This includes a detailed analysis of changing patterns of expenditure on local authority

service using data published by StatsWales to identify in which areas of local authority activity the greatest change in expenditure has taken place.

- M3 - We will undertake a comparative analysis of Welsh Government, Scottish Government and Department of Communities and Local Government data, at a national level, to compare changes in funding where comparison is possible.
- M4 - A review of literature on discretionary services, to examine recent research and current academic and other thinking on alternative approaches to maintaining and protecting discretionary services. This will include reviewing local authority documents, cabinet and scrutiny papers.
- M5 - A survey of council finance directors run in conjunction with the Welsh Local Government Association and the Society of Welsh Treasurers, investigating changes in discretionary services, future areas at risk and alternative models of delivery.
- M6 - Fieldwork in a small number of councils to be determined following analysis of our survey returns. Subject to findings of the survey, this will focus on agreed tracer areas.
- M7 - Interviews with national bodies including Welsh Government, Welsh Local Government Association, the office of the Future Generations Commissioner, representative bodies such as One Voice Wales, WCVA, CVCs, academic institutions, and others.
- M8 - A qualitative survey of citizens to ascertain how well councils engage with and understand public priorities when considering future choices for discretionary services.

## Main review questions

- 23 This table sets out the main audit question and the next level of supporting questions.

<b>Overall study question</b>
Does the council have an effective strategic approach to determining how best to provide discretionary services in the future?
<b>Supporting questions</b>
1. Does the council have a good understanding of its discretionary services?
2. Has the council identified and agreed which discretionary services it must continue to provide in the future?
3. If the council is unable to continue to provide a discretionary service, has it considered alternative options to sustain the activity?
4. If the council is unable to continue to provide a discretionary service, has it considered the impact of ceasing activity?

## Commercialisation in local government

### Why is this issue important?

- 24 Rather than wait for the impact of austerity to overwhelm them, the best councils are thinking about using their resources in different ways to do things ethically and with greater enterprise to support a council's wider objectives.
- 25 With ever more ambitious financial targets being set by Welsh Government, the need to look at different ways to make savings, safeguard services and generate income is becoming more important for local authorities and other public bodies.
- 26 Commercialisation is not well defined and can be an emotive subject. For some citizens it can conjure up images of privatisation, unpopular increases in charges, and unaccountability. But when its done well, the most enlightened and best commercially savvy councils can safeguard essential public services and retain jobs, generate new revenue, reduce the costs of service delivery, and provide a greater choice of services to address wider needs in the local area. But to do this well needs a change in approach, organisational culture, investment in new ways of working, and more inclusive leadership.

### What are the potential benefits of this review?

- 27 Local Commercialising services and activities can have some significant risks that need to be carefully managed if the benefits are to be realised. Councils in England are generally further down the path to commercialisation and this study represents an opportunity to learn from those that are doing this well, and from those who have made mistakes along the way.
- 28 For many Welsh councils commercialisation will place its future, its processes, members and staff in a very different place and there is no guarantee that everything will just come together and work as expected. Thinking commercially requires generating insight by joining different parts of an organisation together. It means a strong case must be made for pursuing options.

### Focus of the review

- 29 Our review will focus on producing good practice case studies and support materials to help authorities develop their approaches to commercialisation. This will cover the key building blocks required to effectively manage commercialisation.
- 30 The study will comment on long-term approaches to financial sustainability and how commercial activity supports organisations to deliver their wider wellbeing objectives and corporate priorities. Given commercialisation should have a strong ethical focus we are likely to touch on equality issues and we will provide a commentary on how public bodies collectively are responding to ensuring fairness and accountability for commercial ventures.

## Method

31 The methods used for this study will include:

- M1 - A thorough review of accumulated audit knowledge and practice, drawing on and referring to previous studies/audits. We will also focus on recent research published by the LGA in England and the work of the Society of Welsh Treasurers.
- M2 - Development of a commercial activity assessment tool that will to assess councils approaches to commercialisation, including an understanding of whether the right building blocks and culture are in place to enable commercialisation to flourish.
- M3 - Fieldwork in five local authorities who have or are developing approaches to growing their commercial activity. The fieldwork sites are Caerphilly, Carmarthenshire, Monmouthshire, Newport and Neath Port Talbot.
- M4 - Research and good practice work with English local authorities to understand and identify the benefits and risks of commercialisation.
- M5 - Interviews with national bodies including Welsh Government, Welsh Local Government Association, the office of the Future Generations Commissioner, One Voice Wales, representative bodies such as the CBI, trade unions and academic institutions, and others.
- M6 - A desk top review of local authority documents, cabinet and scrutiny papers and accounts to assess treasury management plans and approaches including use of reserves and investment strategies.
- M7 - A qualitative survey of citizens to ascertain how well local government engage with and understand public perceptions in developing commercial activity. The survey will focus on ascertaining how citizens view the growth of commercial activity in the next 5-10 years.

## Main Audit questions

32 This table sets out the main audit questions and the next level of supporting questions.

Overall study question
Have councils established effective systems to consider and approve whether and how they should pursue new commercial activities?
Supporting questions
1. Does the Council have a strategic approach to pursuing new commercial activity?
2. Does the Council have robust systems to analyse and consider whether to pursue new commercial activity?
3. Does the Council have appropriate governance and accountability arrangements to approve and scrutinise new commercial activity?

## Fieldwork and information request

### Documents we require

- 33 The following is a list of suggested documents that we would wish to review. We intend wherever possible to access information from local authority websites and will only request information that we are unable to access.

Study documents required	Accessed – Yes (Y) or No (N)
<p><b>Study 1 – Review of Public Service Boards and the effectiveness of partnership working</b></p> <p>Internal reviews or evaluation of governance, efficiency and/or effectiveness of PSBs, their working groups, and constituencies</p> <p>Single impact or equality impact assessments of decisions not available on the PSB or host local authority website</p>	<p>N</p> <p>N</p>
<p><b>Study 2 – The impact of austerity on discretionary services in local government</b></p> <p>Results of public consultation and involvement exercises regarding ranking or prioritisation of services</p> <p>Full single impact or equality impact assessments of decisions relating to changes to non-statutory services</p> <p>Forecasting data and policy papers on impact of austerity</p>	<p>N</p> <p>N</p> <p>N</p> <p>N</p>
<p><b>Study 3 - Commercialisation in local government</b></p> <p>Service and baseline reviews for commercial ventures</p> <p>Business case documentation for commercial enterprises</p> <p>Fees and charging corporate policy</p> <p>Treasury Management statements</p> <p>Investment risk management policies</p> <p>Financial income from investments and enterprises</p>	<p>N</p> <p>N</p> <p>N</p> <p>N</p> <p>N</p> <p>N</p>

- 34 Please submit all documents to [council.studies@audit.wales](mailto:council.studies@audit.wales) by 1 June 2019.

### Surveys – information we require

- 35 We plan to undertake the following survey work:
- a) A PSB call for evidence sent to council leaders and chief executives of PSB members to gauge the maturity of current partnership arrangements focussed on whether PSBs have created the step change needed to make a difference for citizens. To progress this work, we request that each local authority provides us with the contact details for their PSB Coordinator by 15 May 2019.

- b) A survey of council finance directors run in conjunction with the Welsh Local Government Association and the Society of Welsh Treasurers, investigating changes in discretionary services, future areas at risk and alternative models of delivery.
  - c) Development of a commercial activity assessment tool that will to assess councils approaches to commercialisation, including an understanding of whether the right building blocks and culture are in place to enable commercialisation to flourish. The findings of the tool will be used to understand the strategic approach to commercialisation, options appraisal and business case development, accountability for and scrutiny arrangements for oversight of commercialisation activity, the availability of staff/contractors with the necessary skills and capabilities to develop and manage new commercial activities and an assessment of how each council understands the financial and political exposure and risk of commercialisation and how this is managed, controlled and mitigated.
- 36 For all survey work we will inform those being surveyed why we need the data and information on how we will use it. We will not publicise any findings that can identify any individual and will treat all information received in the strictest confidence and in line with the relevant data protection schemes. To enable us to progress this element, please provide us with the name and contact details for the organisation's lead officer who will be able to provide this information. We would be grateful if each local authority could nominate a single point of contact for the purposes of study liaison and provision of data.

## Fieldwork interviews and meetings for all three studies

- 37 The delivery of this work will not be shaped by extensive interviews and detailed fieldwork at each local authority. Instead, delivery will be focused on completing the assessment tool.
- 38 We are not planning to spend a lot of time on-site at each fieldwork site and no more than two days. The interview list below is not exhaustive and will be informed by discussions with the council. In addition, a series of interviews with a small number of key non-council external stakeholders will also be undertaken.
- 39 For each study we will ask to meet:
- The designated Director or senior officer leading the services;
  - The designated lead Member for the service;
  - The relevant heads of services, for example the Head of Commercial Services;
  - Representatives from main partner agencies;
  - A focus group of front-line staff that does not contain senior managers;

- In councils we will ask to see a stakeholder focus group, which includes advocacy groups, opinion formers, and voluntary services representatives; and
  - A service user group.
- 40 If you would like to volunteer to be a fieldwork site, or to talk to us about your work, or if you believe your organisation is involved in notable and positive practices that others would benefit from please email us at [council.studies@audit.wales](mailto:council.studies@audit.wales)

## Maximising impact

- 41 We are always conscious of our impact of our fieldwork on your resources. To ensure we ask for no more than we need to we intend to:
- Not ask for any documentation we already have, or we can access from your Website.
  - Work on the COUNT principle: Collect Once Use Numerous Times.
  - Not spend no more than two days at each fieldwork site.
  - Write all surveys and data tools in plain language to ease their comprehension
  - Extensively test all surveys and data tools. We will time how long it takes to fill in all surveys and data tools, so their completion is achieved quickly and effectively. This will ensure all surveys are easy to complete.
  - Not request unnecessary information or excessive detail in line with our Data Protection and audit policies.
- 42 Working with us on our national studies gives you the opportunity to shape national thinking and is your opportunity to ‘tell it like it is’. When we plan our audits, we need to know about any changes to your operating environment, business systems and processes, and any other matters that you think may be relevant to our audit. It means we get to understand your business, your context, and the environment that you, specifically, are dealing with.

## Outputs for the reviews

- 43 There will be several outputs from each of the reviews.
- **Nationally** – These studies primarily lead to a national report enhanced by good practice examples and self-evaluation tools. All reports will be bilingual and written in plain language. We will seek to promote improvement through the identification and transfer of good practice case studies and the provision of self-evaluation checklists where appropriate to help authorities reflect on how well they are performing. Where appropriate our local audit teams will use these checklists as a basis for future review.
  - **Locally** – Local fieldwork emerging findings will be given to each individual authority in the form of verbal feedback and/or in a summary presentation.



Local results will be integrated into authority improvement assessment work to make the best use of audit findings and to avoid duplication of efforts.

- **Research** – Our reviews will collate and gather detailed evidence. To support improvement, we plan to make available anonymised primary research findings arising from, for example, surveys, data analysis and financial modelling. We will publish this information alongside each of the National Report to support local authorities in reviewing and developing services, priorities and actions.

## Keeping information private and safe

- 44 Whenever we process personal data in the course of our work, we must comply with data protection legislation and principles. From 25 May 2018 these principles will be the General Data Protection Regulation (GDPR).
- 45 We will only collect the data we really need for our work. We will avoid collecting excessive data and will not record irrelevant or unnecessary personal data.
- 46 Wales Audit Office has adopted the International Standard for Information Management Security Systems (ISO 27001). This means a detailed set of controls are risk assessed and regularly tested. All staff will comply with the Information Security Policy.

## Timetable for the reviews

- 47 We will aim to plan our fieldwork at times that are mutually beneficial and in consultation with local government.

Proposed timetable	
Project brief issued.	April 2019
Set up meetings.	May 2019
Launch of Call for Evidence for Review of Public Service Boards and the effectiveness of partnership working	May 2019
Telephone interviews with PSB co-ordinators	June 2019
Launch of surveys for study of the impact of austerity on discretionary services in local government	July 2019
Start of Fieldwork and national interviews for study of the impact of austerity on discretionary services in local government	November 2019
Launch of surveys for Commercialisation in local government	July 2019

<b>Proposed timetable</b>	
Start of Fieldwork and national interviews for Commercialisation in local government	October 2019
Start of Fieldwork and national interviews for Phase 2 of study of Review of Public Service Boards and the effectiveness of partnership working	December 2019
Phase 1 Review of Public Service Boards and the effectiveness of partnership working	September 2019
Phase 2 Review of Public Service Boards and the effectiveness of partnership working	May 2020
Commercialisation in local government	September 2020
The impact of austerity on discretionary services in local government	November 2020

## Wales Audit Office contacts for the reviews

### Local Government Studies team

48 Please contact us at [council.studies@audit.wales](mailto:council.studies@audit.wales) in the first instance.

Name	Email	Telephone
Jane Holownia Performance Audit Director	<a href="mailto:Jane.Holownia@audit.wales">Jane.Holownia@audit.wales</a>	Tel: 029 2032 0553
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Sara Leahy, Project Support Officer	<a href="mailto:Sara.Leahy@audit.wales">Sara.Leahy@audit.wales</a>	T: 029 2032 0617

## How our LG studies will impact upon Local Authorities

49 We anticipate the following impact upon authorities in delivering our programme of studies in 2019-20.

Study	Fieldwork	Survey Work	Document request
<b>Study 1 – Review of Public Service Boards and the effectiveness of partnership working</b>	<ul style="list-style-type: none"> <li>• Cardiff</li> <li>• Swansea</li> <li>• Wrexham</li> </ul>	<ul style="list-style-type: none"> <li>• Call for evidence sent to PSB Members</li> <li>• Telephone Survey with PSB Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>• Internal reviews or evaluation of governance, efficiency and/or effectiveness of PSBs, their working groups, and constituencies</li> <li>• Single impact or equality impact assessments of decisions not available on the PSB or host local authority website</li> </ul>
<b>Study 2 – The impact of austerity on discretionary services in local government</b>	<ul style="list-style-type: none"> <li>• To be confirmed on completion of assessment tool analysis</li> </ul>	<ul style="list-style-type: none"> <li>• A survey of council finance directors</li> </ul>	<ul style="list-style-type: none"> <li>• Results of public consultation and involvement exercises regarding ranking or prioritisation of services</li> <li>• Full single impact or equality impact assessments of decisions relating to changes to non-statutory services</li> <li>• Forecasting data and policy papers on impact of austerity</li> </ul>
<b>Study 3 - Commercialisation in local government</b>	<ul style="list-style-type: none"> <li>• Caerphilly</li> <li>• Carmarthenshire,</li> <li>• Monmouthshire</li> <li>• Newport</li> <li>• Neath Port Talbot.</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial activity assessment tool – Directors/Heads of Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Service and baseline reviews for commercial ventures</li> <li>• Business case documentation for commercial enterprises</li> <li>• Fees and charging corporate policy</li> <li>• Treasury Management statements</li> <li>• Investment risk management policies</li> <li>• Financial income from investments and enterprises</li> </ul>



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## Local Government Study call for evidence: Review of Public Services Boards and the effectiveness of partnership working

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### About this call for evidence

During 2019-20, the Auditor General is carrying out a national study of Public Services Boards (PSBs) and the effectiveness of partnership working.

The purpose of this call for evidence is to gather the views of all PSB partners on how PSBs have contributed to effective partnership working since their establishment and whether they have resulted in improved outcomes for the citizens they serve. The information you provide will be looked at alongside other evidence to help us present a national view of current arrangements.

### Background to study

The Well-being of Future Generations (Wales) Act 2015 (the 'Act') established 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 well-being in its area and set objectives that are designed to maximise the PSBs contribution to the national well-being goals.

PSBs are also required to prepare and publish a plan (the 'Local Well-being 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 well-being goals and how it has taken regard of their assessment of Local Well-being in setting its objectives and steps to take. Each PSB will carry out an annual review of their plan showing their progress. When producing their assessments of local well-being and Local Well-being Plan, PSBs must consult widely with all partners and ensure an integrated approach with their respective organisational plans, to deliver meaningful solutions to improve the wellbeing of the community it serves.

The Statutory Members of each Public Services Board are the local authority, 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. PSBs should facilitate effective engagement of all partners and direct resources appropriately, using partners' strengths to their advantage and co-ordinating an effective solution to issues it is trying to address.

PSBs must recognise the need to co-exist with existing partnerships, both at a local and regional level and must consider other partnership arrangements during its planning and delivery, to ensure gaps in service provision is identified and the risk of duplication is reduced.

## Study scope

The review is being carried out in two phases. Phase one of the review focusses on the effectiveness of partnership working and looks at:

- Deployment of resources;
- How well PSBs work alongside other partnerships;
- Effectiveness of PSB scrutiny arrangements; and
- How PSBs are responding to advice

The second phase will look at how partners are tackling complex problems that cut across public services through the lens of partners' approach to tackling rough sleeping and in particular:

- Whether the right systems are in place to address the issue;
- How partners are demonstrating the impact of their work

Your views will contribute to phase two of the study and help us to answer the overall question: **Are partners tackling complex problems that cut across public services?**

## Who is this call for evidence aimed at?

- All statutory Public Services Board partners across Wales
- All 'invited participant' members of Public Services Boards

## How do I respond to this call for evidence?

You can choose to respond online at the link below or if you prefer, you can complete this document (preferably typed and returned electronically by encrypted email).

You may choose to answer all or some of the questions. You may also wish to attach evidence to support your views. Please only attach relevant information that directly supports your views, and ensure that you have complied with the relevant data sharing legislation.

Please ensure that you include relevant contact details as we may wish to contact you to discuss your submission. We will acknowledge all responses using the supplied contact details, or if submitting online, acknowledgment will be a message confirming that your response has been submitted.

Submissions can be returned by email to [council.studies@wao.gov.uk](mailto:council.studies@wao.gov.uk).

Paper submissions can also be posted to:

Local Government Studies team, Wales Audit Office, 24 Cathedral Road, Cardiff, CF11 9LJ



## Completing online

[Click here to access the online call for evidence](https://www.snapsurveys.com/wh/s.asp?k=155775214334) (or copy and paste the link below into your browser - <https://www.snapsurveys.com/wh/s.asp?k=155775214334> )

If during online completion, you wish to complete any remaining questions at a later date please click the "Save" button, shown at the end of each page. You will then be presented with a link which can be used to access your responses at a later date, along with the option to email this link to your inbox. Your responses will be saved securely on our server, until you wish to continue. Please select 'Submit' at the end of the questionnaire to submit your final responses.

If you wish to attach evidence to support your views, an option to upload documents securely will be shown at the end of each section, along with instructions.

## What if I attend more than one PSB?

If you attend more than one PSB, you will receive prompts in the online questionnaire on how you wish to respond. Alternatively, if completing this form, you can either complete a separate form for each PSB, or just complete a single form for all the PSBs you attend. If you are submitting as a single form for several PSBs, please list the PSBs you are a member of against question 1 in the 'About you' section. We will then assume your responses relate to all the PSBs you have listed, unless you specify otherwise in each section. Part 6 relates to PSBs nationally, so you should only complete this once.

## How might my submission be used?

We will analyse your submissions to help the Auditor General form his views on whether partners working effectively through Public Services Boards.

If you prepare material for this call for evidence and publicise it yourselves, we would be very grateful if you would indicate that it was prepared in response to this call for evidence.

This work is being done under Section 41 of the Public Audit (Wales) Act 2004 for local government audit. Your responses will be dealt with in the strictest confidence. We will never quote or attribute responses to any individual in our reports. Where an organisation is mentioned in our report, the organisation in question will be given the chance to comment before publication. Whilst we will not publish individual responses, we will list those individuals and organisations who respond to this call for evidence, unless they request anonymity. If you do not wish your organisation to be named, please state this clearly at the start of your submission.

We must, however, make you aware that responses may be subject to requests for information from third parties, and as public authorities, the Auditor General for Wales and the Wales Audit Office must consider such requests in accordance with relevant access to information legislation, especially the Freedom of Information Act 2000 and the Data Protection Act 2018.

If you want information that you provide to be treated as confidential, please say so clearly in writing when you send your response to the consultation. It would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality statement generated by your IT system will not, of itself, be regarded by us as a confidentiality request.

## Fair Processing Notice

A Fair Processing notice for this work can be accessed at the link below:

[https://www.audit.wales/sites/default/files/download\\_documents/fair-processing-notice-english.pdf](https://www.audit.wales/sites/default/files/download_documents/fair-processing-notice-english.pdf)

## When is the deadline for my submission?

Please return your response to this call for evidence by **Friday 28 June 2019**.

## Any questions?

If you have any queries about this call for evidence or our study in general, please email [council.studies@wao.gov.uk](mailto:council.studies@wao.gov.uk) or or call us on 02920 320 500 and ask for the Local Government studies team.

## Key questions

We would welcome any evidence you are able to provide on the following key questions:

### Part 1 – About you

1. Name of Public Services Board(s) you are completing this response for

2. Your name

3. Your role

4. Contact email address

### Part 2 – Partnership working

5. Are all key partners signed up to and working to deliver the agreed priorities of the PSB?

3. What are the key strengths of the PSB?

6. What are the barriers that hinder the work of the PSB?

7. What changes could you make to improve partnership working in the PSB?

### Part 3– Use of resources

4. Are PSB members aligning and pooling their resources (money, people and assets) to deliver agreed priorities?

### Part 4 – Impact

5. Do arrangements within the PSB allow you to easily share and use data which helps provide person-centred solutions to people’s problems?

6. Do arrangements within the PSB allow you to easily share data to enable the PSB to assess the overall impact of its work and the work of partners?

7. Please specify any examples of innovative working and how the work has helped improve wellbeing for people with complex needs (e.g. for people with Adverse Childhood Experiences, rough sleepers, people experiencing Delayed Transfers of Care, etc)

### Part 5 – Other issues

8. Are there any other issues facing your Public Service Board that you would like to tell us about that have not been covered above?

### Part 6 – Public Service Boards in Wales

9. Are Public Service Boards in Wales the right vehicle to deliver the aspirations of the Wellbeing of Future Generations Act?

10. What has worked well with Public Service Boards in Wales?

11. What improvements could be made to increase the impact of PSBs in Wales?

**Thank you for your time and contribution.**

Please send your response to [council.studies@audit.wales](mailto:council.studies@audit.wales) by **Friday 28 June 2019**.