

REPORT TO BRIDGEND PUBLIC SERVICES BOARD

TRANSITION TO A REGIONAL PUBLIC SERVICES BOARD FOR CWM TAF MORGANNWG

1. Purpose of Report

- 1.1 The purpose of this report is to agree the transition to a single Public Services Board (PSB) for Cwm Taf Morgannwg and the proposed structure for the regional Board.

2. Connection to the Wellbeing Objectives for Bridgend County

- 2.1 This report assists in the setting and delivery of new well-being objectives for the new regional PSB including Bridgend County.

3. Background

- 3.1 The Well-being of Future Generations Act 2015 gives a legally-binding common purpose to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the 7 national well-being goals.
- 3.2 The Well-being of Future Generations Act (the Act) puts a well-being duty on specified public bodies including local authorities, local health boards, fire and rescue services and Natural Resources Wales to act jointly via PSBs.
- 3.3 PSBs are required to
- assess the state of economic, social, environmental and cultural well-being in their areas (the Well-being Assessment)
 - use that assessment to set local well-being objectives (the Well-being Plan)
 - act together to meet those objectives.
- 3.4 Through the sustainable development principle, the Act details the ways in which specified public bodies and public services boards must work to ensure that decisions made today do not impact on the ability of future generations to act to improve their well-being. To demonstrate how we are doing this we are guided by five ways of working - long term, collaboration, involvement, prevention and integration.
- 3.5 Bridgend PSB was established in 2016. The Well-being Plan was published in 2018 and the board has worked together over the last four years on the achievement of the objectives in the Well-being Plan. Copies of the Assessment, Plan and subsequent Annual Reports on activity are published on the BCBC website.
- 3.6 The changes to the health board footprint created Cwm Taf Morgannwg University Health Board covering Rhondda Cynon Taf, Merthyr Tydfil and Bridgend local authority areas.
- 3.7 In 2019 the two PSBs covering the health board region, i.e. Bridgend and Cwm Taf (RCT and Merthyr) met with the Cwm Taf Morgannwg Regional Partnership Board -

a strategic board established by the Social Services and Well-being Act established to improve health and social care services and the health and well-being of the local population - to consider how the 3 boards could work better on improving well-being in the area.

- 3.8 It was proposed that to reduce duplication and enable more effective joint working to improve well-being for people in the area, the two PSBs would merge to create a new PSB for the Cwm Taf Morgannwg area to align with the health board footprint, as well as being co-terminus with the 'Mid Glamorgan' basic command unit of South Wales Police. The Well-being of Future Generations Act provides for two or more PSBs to be able to merge and to collaborate if it would assist them in contributing to the achievement of the well-being goals.
- 3.9 As a foundation for this change, the new Well-being Assessment was prepared to cover the Cwm Taf Morgannwg area and was done in close collaboration with the Regional Partnership Board in the development of their Population Needs Assessment.
- 3.10 Following on from the Assessment, the two PSBs have worked together this year to develop a single Well-being Plan for the Cwm Taf Morgannwg region that is currently out to consultation.

4. Current Situation/Proposal

- 4.1 As part of the development of the Well-being Plan both PSBs have reflected on current working and how they would like to work together in the future. This was further supplemented by a '3 Horizons' futures session carried out with members to consider the future for the region that they wanted to see and contribute towards.

Bridgend PSB had also had a presentation from Gwent PSB on how they worked to create their regional PSB and what were the strengths and challenges they were finding in that process.

On 15th November members of the two PSBs along with the respective sub boards such as Community Safety Partnerships and scrutiny members met to consider how best to merge and what the new PSB could look like.

This paper brings together the key points from this work over the last few months.

4.2 Purpose and Focus

Both current PSBs in their terms of reference see the role of the PSB to act as the principle strategic leadership forum for the planning, commissioning and delivery of public services across organizational boundaries to achieve better outcomes for local people. The home of strategic collaboration.

The Well-being Assessment and Welsh Government Future Trends Report highlights longer term issues including diabetes, dementia, climate and nature emergencies, mental health, poverty. The sustainable development principle within the Act directs partners and PSBs to take a preventative approach. The challenge to the PSB is to act in this way, and to prevent negative impacts on services and well-being from occurring or getting worse.

At our workshop on 15th November many partners felt that the purpose of the PSBs has often been unclear and that had hampered progress and direction in improving well-being in any significant way. There was a view that more immediate service delivery issues could also be addressed by the PSB where they can secure improvements to longer term well-being.

The challenge for the PSB is to balance the long term focus of the Board detailed in the Act in relation to shorter term service delivery issues faced by the statutory partners, particularly in a time of growing budget pressures.

We learned a lot from our experiences of working during the Covid-19 pandemic about the importance of collaboration, however the challenges identified in our Well-being Assessment are more complex such as climate and nature emergencies, impact of an aging population, diabetes and obesity, poverty and the impact of the inequalities and inequity apparent in the region. This collaboration needs to be further strengthened and considered in the context of bringing about system change to address sustainability concerns about service provision, both in the present day and years to come.

The focus of the PSB should be where working together adds value on issues where individual partners cannot achieve objectives alone. This focus is set out in the principles, objectives and steps of the PSB's Well-being Plan.

Integrated working allows for partners to consider how their own body's well-being objectives can help contribute towards the delivery of the objectives of another body and improve contribution to achieving the seven Well-being Goals. The PSB can act as a great forum for this, providing the space to maximise and spread good practice as well as scaling up. We have traditionally spoken about integrated and collaborative approaches needed to address the large, 'wicked issues' that so significantly impact on well-being. Having this purpose in mind could help the Board to define a clear purpose. Shared Purpose, Shared Future 3 on the collective role of public bodies in relation to the Well-being of Future Generations Act also makes it clear that

"public services board should seek to engage in a purposeful relationship with the people and communities in the area, including children and young people, Welsh-speakers and those with protected characteristics, in all aspects of its work. It is vital that the board takes account of the importance of involving people with an interest in achieving the well-being goals and of ensuring those persons reflect the diversity of the population of the area the board serves"

4.3 Principles and Ways of Working

The draft Well-being Plan makes five commitments for the way the PSB will work together and these will be the core principles for the PSB that will guide and challenge activity throughout the PSB structure.

- Involvement and citizen voice will shape the design and delivery of the plan. We will maximise opportunities for working in a more inclusive and co-productive way by working with Coproduction Network for Wales.
- PSB organisations are rooted in their communities. Through their size and reach, they can contribute to our local area in many ways beyond delivering services. We will maximise our contribution to improving well-being through using our assets to support communities through procurement, reducing our carbon footprint and as big employers of local people.
- Establishing a regional governance at the PSB that drives local delivery (based on need and improving equity) and campaigns at a national level on behalf of our communities.
- Improving intelligence across the region, agencies and partnerships so that we recognise and build on the many strengths of the area and understand the causes behind the challenges we face.

- We will keep our eye on the future by using systems thinking and focusing on outcomes so that we act in a way that will make sustainable improvements to well-being for future generations.

Discussions in our workshop on 15th November reinforced these commitments and highlighted the importance of:

- Communication both within partner organisations on the work of the PSB and with wider partners and local people, showing what the PSB is working on and how it is making a difference.
- Engaging with communities and ensuring understanding of the issues facing communities
- Having performance management systems linked to shared outcomes to demonstrate impact.

It was recognised that the PSB does not have an operational budget so pooling of resources could be used, as currently happens to some extent in Cwm Taf PSB, to support the Board and help deliver against shared outcomes..

4.4 Membership

Bridgend PSB currently comprises of a single board involving all statutory partners and invited participants and also includes

- Awen Cultural Trust
- Bridgend College
- Valleys to Coast housing association
- Department of Work and Pensions
- Public Health Wales
- Cwm Taf Regional Partnership Board
- Community safety partnership chair
- Business in Focus

Cwm Taf PSB has a single board including statutory partners and invited participants and also includes

- Cwm Taf Morgannwg Public Health Team
- Cwm Taf Morgannwg Regional Partnership Board
- Well-being Objective Leads as required
- Chair of the Joint Overview and Scrutiny Committee
- Transport for Wales
- Department of Work and Pensions
- Chair of Cwm Taf Strategic Partnership Board that provides support to the PSB.

A proposal by the outgoing Chief Executive of Rhondda Cynon Taf County Borough Council proposes an overarching PSB to meet annually with an 'Executive Group' of chief officers of the health board, local authorities and police – i.e. those viewed to be a major commissioning body – for the purpose of improving the quality of public services and improve local outcomes that matter.

The new Gwent regional PSB membership is very similar to the current Bridgend PSB, including representatives of Registered Social Landlords in the region and a representative from the tertiary academic sector and Director of Public Health and Partnership Working for the area.

In our workshop there was support for an executive board of statutory bodies as it was recognised that that structure worked well during Covid and built on good relationships between executives. There was concern however that this approach could forfeit challenge and an equal view of issues affecting local people in the area, and also impact on buy in from other partners, including statutory partners, if it was felt to be too local authority led and opportunities to influence direction too limited.

It was felt that the board should be made up of decision makers, who have influence and ability to drive action at pace.

4.5 Sub Boards

Bridgend PSB is supported by sub boards linked to the objectives of the current Well-being Plan, including the Assets Sub Board, Workforce Well-being Sub Board and Bridgend Community Safety Partnership.

A proposal by the outgoing Chief Executive of Rhondda Cynon Taf CBC proposes three sub boards, the Community Safety Partnership (currently undergoing a review with a view to becoming regional), the Regional Partnership Board for Health and Social Care and a regional environmental/climate change sub board.

Gwent PSB has chosen local geographical sub boards covering each of the five local authority areas in that region.

In our workshop on 15th November thematic sub boards and making better use of existing structures were identified as the favoured delivery mechanism with clear accountability to the PSB and clear focus. Existing sub boards had been felt to be a good forum for sharing information, networking and working together but partners wanted to see a more active focus on delivery against the Well-being Plan. A clear relationship between the Community Safety Partnership, the Regional Partnership board and the PSB was felt to be necessary. The membership of the sub-structures should include specialists from partners locally, regionally or nationally that can bring expertise and should be flexible as projects evolve.

4.6 Meetings

Increased frequency of meetings was highlighted in our workshop as being important in maintaining momentum and keeping discussions up to date. The meetings should be focused, having reporting by exception but also holding other parts of the structure to account for performance.

At present, Gwent PSB, Cwm Taf PSB and Bridgend PSB meet quarterly.

A proposal by the outgoing Chief Executive of Rhondda Cynon Taf is for the PSB to meet annually, with an executive group meeting monthly.

4.7 Decision Making

All current boards seek consensus wherever possible. The chair intervenes to resolve conflicts or they are resolved by a simple vote.

The importance of accountability and challenge was a key aspect coming from our workshop on 15th November. The membership of the PSB at the right level was felt to be important to enable prompt decisions to be made to remove barriers and be innovative.

4.8 Coordination and Support

Both PSBs are currently supported by dedicated officer support for the coordination of meetings, ongoing policy support and the coordination and publication of the

Annual Reports, well-being assessment and well-being plan. Administrative support for Cwm Taf PSB is provided by Rhondda Cynon Taf.

Gwent PSB is supported by a cross organisation action group made up of officers from across the partner organisations with a shared responsibility for the Well-being Assessment, Well-being Plan and Annual Report and facilitating performance management and information systems. The administration of meetings is shared by different local authorities in a 2 year cycle.

Our workshop identified the need for a robust performance management and data and information system to support the work of the regional PSB. It was felt important that progress towards shared outcomes should be monitored and reported frequently. Alignment with other partnerships and partners can provide additional expertise and opportunities to work together on supporting delivery and accountability for progress towards common outcomes.

4.9 Scrutiny

4.7 Currently both PSBs have a scrutiny panel.

Gwent PSB is still unclear on how a regional scrutiny arrangement will operate will be provided to the PSB. In our workshop it was felt that having accountability and challenge was very important in ensuring progress and transparency.

Cwm Taf Joint Overview and Scrutiny Committee meets quarterly to scrutinize and challenge the work of Cwm Taf PSB. There has been recent discussion about strengthening pre-scrutiny, and giving Members of the Committee opportunity to feed into decision making rather than reviewing after the event.

Bridgend PSB Scrutiny Panel is due to meet to contribute to the consultation on the draft Well-being Plan.

4.10 Draft Well-being Plan

The focus for a PSB's activity is set out in a well-being plan. In its development and in our most recent workshop partners felt that the plan should have a small number of priorities to enable focus, based on the things that matter to local people and can improve well-being in the area and reflect the sustainable development principle. .

The overarching theme of the draft Well-being Plan is 'A more equal Cwm Taf Morgannwg' and that drives every aspect of the PSB's work. Our Well-being Assessment told us that the communities in Bridgend, Merthyr Tydfil and Rhondda Cynon Taf have a lot to be proud about. However, not all communities have fair access to opportunities and face different challenges that impact on well-being.

The well-being objectives are

1. Healthy Local Neighbourhoods – A Cwm Taf Morgannwg where our communities are inclusive, feel cohesive and people feel safe, supported and valued.
2. Sustainable and resilient local neighbourhoods – A Cwm Taf Morgannwg where we value and use what we have responsibly and take climate change and its impact of our communities seriously.

4.11 Proposed Models for a New PSB

From discussions at the workshop on 15th November two models emerged:

From our workshop on 15th November it was felt that flexibility was key. Any chosen model should be reviewed after the first year to enable the PSB to reflect on

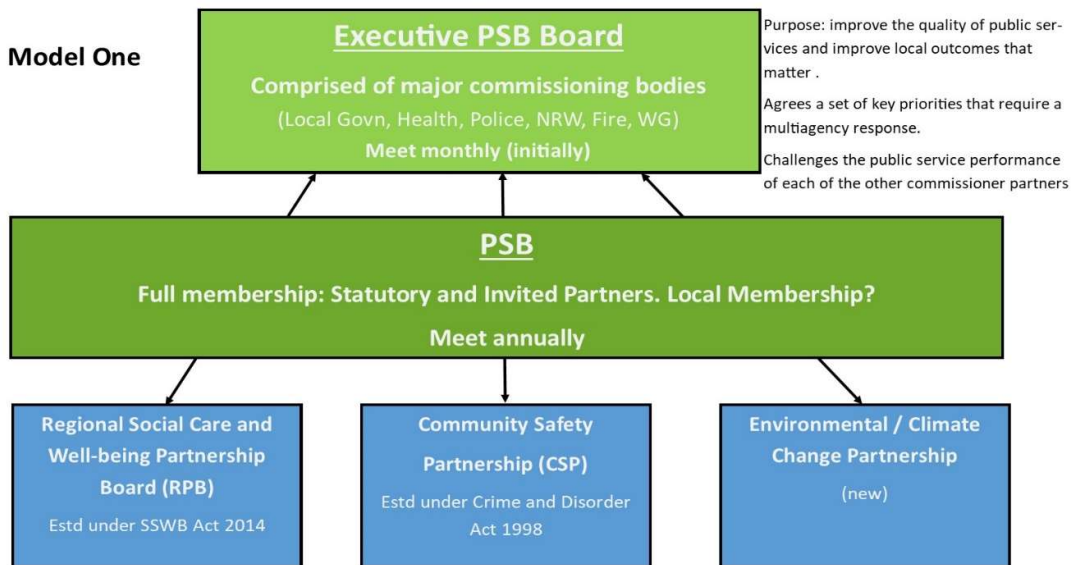
how it is working and also to respond to changing needs and relationships as more regional networks are established.

Model One

A large PSB with all statutory and invited partners and including representatives of other bodies that can contribute such as town and community councils, housing associations, higher education, private sector. The PSB will meet once a year to review the Annual Report.

An executive body made up of statutory partners and police chief officers to focus on outcomes, respond to changing impacts on the public sector, drive delivery of the sub boards and be responsible for the commitments in the Well-being Plan.

Sub boards of the Regional Partnership Board, Community Safety Partnership and an Environmental partnership focused on climate change to deliver the Well-being Plan. .

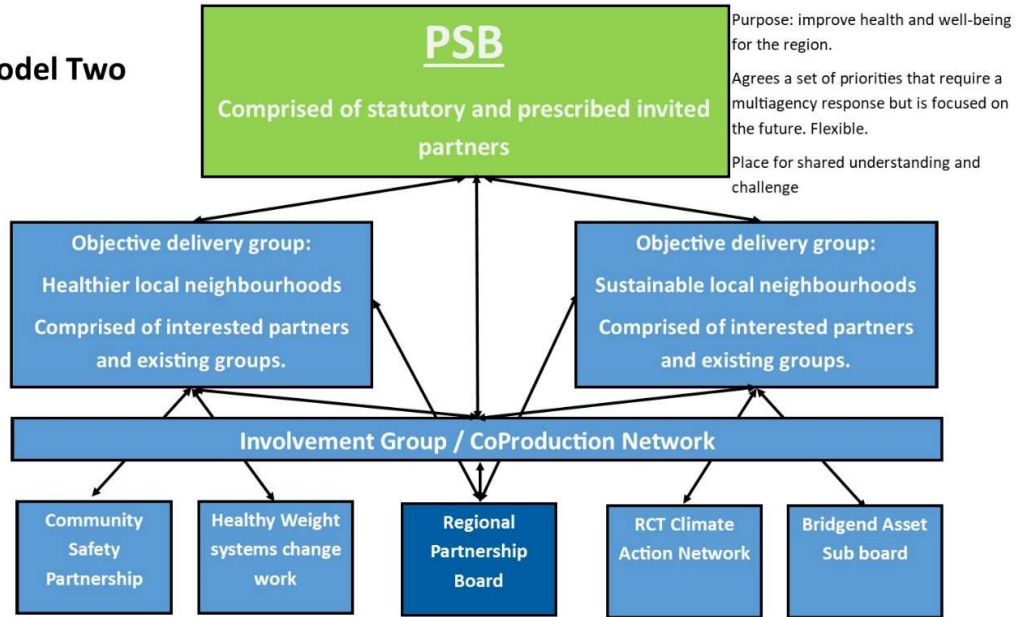


Model Two

A single tier PSB made up of all statutory and invited partners and including representative of housing providers, higher education, business and cultural partners. The PSB to meet every two months.

Two main delivery boards for each of the two objectives in the Well-being Plan and fed into by Sub boards of the Regional Partnership Board, Community Safety Partnership and local Environmental/Assets sub boards and other regional or local boards linked to the objectives in the well-being plan, such as the Healthy Weights Steering Group.

Model Two



4.12 Timetable for the Merger

The new PSB will need to be formally in place, with agreement of both current PSBs, in order to publish its Well-being Plan by the end of April 2023.

A shadow joint PSB could be in operation early in 2023 to support the consultation and progress of the Well-being plan through approval with statutory partners' boards.

This shadow board can also work on the terms of reference for the new PSB with a particular focus on ways of working and purpose that was highlighted as an important task in the workshop on 15th November.

5. Well-being of Future Generations (Wales) Act 2015

5.1 This paper proposes future models for a joint PSB for Cwm Taf Morgannwg area encompassing Bridgend, Rhondda Cynon Taf and Merthyr areas that responds to the 7 well-being goals in the Act and reflects the five ways of working of the sustainable development principle.

In particular it considers:

- How the PSB and the well-being plan will link to corporate plans and with existing partnerships;
- The focus of the PSB balancing focus on long term well-being and prevention with shorter term action on challenges affecting public bodies in securing well-being for local people; and
- The importance on the new arrangements enabling citizen voice to influence ways of working.

5.2 This paper proposes future models of a PSB to deliver the new Well-being Plan for Cwm Taf Morgannwg. The Well-being Plan includes objectives and specific commitments for the PSB and member organisations.

6. Financial Implications

6.1 The PSB currently receives funding from Welsh Government to support collaboration in line with the ways of working in the Well-being of Future Generations Act. This is provided to the region for the two current PSBs to work together and will not be impacted by the merger of the two PSBs.

6.2 As set out above, partner contributions provide the budget for the PSB Officers for the Cwm Taf PSB and Bridgend County Borough Council provides the budget for PSB Officers for Bridgend PSB.

6.3 Once the new structure and ways of working for the new PSB for Cwm Taf Morgannwg have been agreed by the PSBs, more detailed discussions will be needed on what support from PSB Officers will be needed and how that will be funded.

7. Recommendation(s)

7.1 The PSB is asked to

- Identify the favoured structure for the future PSB
- Convene a shadow PSB in February to sign off the well-being Plan after the consultation and agree terms of reference for Cwm Taf Morgannwg PSB
- Commit to working further on local v regional working, and working arrangements with other partnerships.
- Establish a formal PSB for the Cwm Taf Morgannwg area by the publication date of the Well-being Plan on 30th April 2022.

Contact officer: Helen Hammond
PSB Officer
Bridgend County Borough Council

Email: helen.hammond@bridgend.gov.uk

Contact officer: Kirsty Smith
Senior PSB Officer
Cwm Taf PSB

Email: Kirsty.Smith3@rctcbc.gov.uk

Contact officer: Lisa Toghill
Senior PSB Officer
Cwm Taf PSB

Email: Lisa.Toghill@rctcbc.gov.uk

Supporting documents

Well-being of Future Generations Act - Essentials Guide

Shared Purpose Shared Future – Statutory Guidance 3 on the collective role (PSBs)

<https://gov.wales/well-being-future-generations>