

**SUBJECT: Regional Collaboration: Gwent Public Service Board**  
**MEETING: Cabinet**  
**DATE: 28<sup>th</sup> July 2021**  
**DIVISION/WARDS AFFECTED: All**

**1. PURPOSE:**

- 1.1 To provide Cabinet with an overview of proposals to create a single Public Service Board for Gwent, and the related development of delivery arrangements in Monmouthshire which will ensure that partners do not lose focus on the issues that matter most to the people and communities of Monmouthshire.

**2. RECOMMENDATIONS:**

- 2.1 Cabinet endorse the proposal to create a Gwent-wide Public Service Board and the subsequent development of partnership arrangements in Monmouthshire.

**3. KEY ISSUES:**

- 3.1 The intention of the Well-being of Future Generations (Wales) Act is to improve the economic, social, environmental and cultural well-being of Wales, by taking action in accordance with the sustainable development principle aimed at achieving seven national well-being goals.
- 3.2 The Well-being of Future Generations (Wales) Act puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSBs) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals. PSBs' contribution to the achievement of the goals must include:
- assessing the state of economic, social, environmental and cultural well-being in their areas;
  - setting local objectives that are designed to maximise their contribution within their areas to achieving those goals;
  - the taking of all reasonable steps by statutory members of boards (in exercising their functions) to meet those objectives
- 3.3 The Monmouthshire Public Service Board was established to fulfil this role in the county and subsequently developed a Well-being Assessment and agreed a Well-being Plan and objectives that Board members are working on for 2018-2023.
- 3.4 The Act specifies two or more public services boards may agree to merge or collaborate if they consider it would assist them in contributing to the achievement of the well-being goals. Where boards decide to merge or collaborate, a clear rationale for reaching that determination should be formally documented and considered. The board was created

by statute rather than a vote at council and the power to merge sits with boards themselves without the need for ratification by individual bodies.

3.5 Leaders of public services in Gwent, asked officers to develop options for a regional PSB. The options would consider how a regional approach would look to strengthen collaboration, the possibilities of generating economies of scale while maintaining the importance of localised partnership delivery. The development of proposals for a Gwent wide PSB has involved each of the existing boards across the region and representatives from public bodies under the direction of G10, the informal collaborate arrangement made up of the ten statutory public bodies in Gwent. A range of areas have been considered as part of the developments including reviewing legislative requirements, regional and local delivery options, scrutiny, alignment of regional boards and performance management arrangements, along with the well-being assessment and plan.

3.6 The main opportunities identified through this work for a merged PSB include:

- Improve economic, social, environmental and cultural well-being across the region by collaborating on administration and back-office activities freeing up more time to focus on delivering the things that matter
- Enabling partners, such as ABuHB, Gwent Police and Natural Resources Wales, that currently sit on five boards to sit on one, making more effective use of their capacity
- Ensuring a more strategic and consistent overview of the legislative responsibilities that sit with PSBs such as the Crime and Disorder Act, Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) and the Childrens Act
- A strengthened focus on regional activity on common issues such as climate change, mental health and obesity to improve the well-being of citizens throughout Gwent. Creating capacity in Monmouthshire partnership arrangements to focus on local well-being issues in the knowledge that the legislative and governance aspects, along with the regional priorities, are being managed by the Gwent PSB.
- Providing the catalyst for a regional well-being assessment and well-being plan that maintains local delivery and accountability.
- Opportunity of aligning the focus of both the Regional Partnership Board (RPB) and PSB that will reduce duplication of activity, align strategic priorities and much closer collaboration over assessment and planning processes.
- Supporting the Welsh Government review on 'strategic partnerships' and specifically recommendation 3 of the recent Audit Wales review of Public Services Boards.

3.7 The main challenges identified through this work for a Gwent-wide merged PSB that would need to be managed include:

- Potentially not meeting statutory obligations should arrangements not be sufficiently robust and integrated clearly with all partners. Work has been progressed collaboratively with all PSBs in Gwent and included ongoing liaison with Welsh Government and the Future Generations Commissioners Office to mitigate this;
- Not maximising the opportunity for aligning partnership legislation and activity, this requires commitment from a range of other strategic partnerships;
- May not lead to economies of scale across all PSB partnership working, while this will reduce and strengthen strategic links for the PSB at a Gwent level, delivery would

need to continue locally through delivery partners and community links within local authority boundaries and local accountability will be maintained;

- A potential loss of local accountability and reduced focus on projects, which are area specific that need to be mitigated. A review and refresh of local partnerships arrangements is being developed and clear governance and direction from the regional PSB will be required to reduce this risk.

- 3.8 There is a collective view that a regional approach will assist the PSB in contributing to the achievement of the well-being goals and a collective desire from leaders to merge the five Public Services Boards into one Gwent-wide PSB by September 2021. Monmouthshire Public Service Board will take the decision on merging, informed by this development work, at its next meeting in July 2021.
- 3.9 In coordination with senior leaders of public services through G10, arrangements are being progressed to take decisions on merging PSBs in Gwent through individual member's organisational governance structures as appropriate, with the intention for the first Gwent-wide PSB to meet in September 2021. Appendix 1 provides an overview timeline of key processes.
- 3.10 When formed, a number of elements of the delivery and governance arrangements of the Public Service Board will need further development to ensure it maximises the opportunities identified, mitigates as far as possible potential risks and meets its statutory duties and requirements under well-being of Future Generations Act. The latest planning on some of these arrangements is summarised below. Appendix 2 contains further information of the progress with these to ensure members of all five local authorities have access to the same information.

## **Governance**

- 3.11 At its first meeting the PSB will consider its terms of reference and membership, see the draft Terms of Reference at Appendix 3. Set in the legislation are statutory partners and statutory invitees who form the Board. The PSB may also invite any other organisation to join that may help the achievement of its objectives. Terms of reference for working with local delivery partnerships in each local area will also be considered, further information is in the local delivery arrangements section.
- 3.12 There are ongoing discussions on developing scrutiny arrangements with scrutiny managers across Gwent. The discussions are considering how arrangements will function including the formation of regional scrutiny, the continued oversight of current well-being plans and ongoing scrutiny of local level PSB activity once the new regional board is formed. This will need to ensure the effective scrutiny of the developing regional well-being assessment and delivery of the aspirations and commitments in regional Well-being Plan that will be published in June 2023. See timeline in Appendix 1.
- 3.13 In Monmouthshire the Public Services Select Committee has broadened its remit to focus on collaborative activity including but not limited to the PSB. This means the committee scrutinises and constructively challenges, where powers allow, the work and effectiveness of strategic partnerships (including local delivery under the Public Service Board) and other public service providers to ensure public accountability of collaborative

services and improved outcomes for people in Monmouthshire. This role will continue. The committee will also continue to scrutinise the progress of the existing Monmouthshire Well-being Plan up until 2023.

- 3.14 There are a multitude of partnerships across the Gwent region that have been established in line with policy, programme or legislative drivers. Connectedness and alignment of these boards could be improved and maximised under a Gwent-wide PSB. The Gwent PSB, working closely alongside the Gwent Regional Partnership Board, which oversees regional activity under the Social Services and Well Being (Wales) Act 2014, has the opportunity to reduce duplication, maximise resources, identify shared priorities and achieve closer alignment of policy, programme and legislative agendas, which would potentially improve outcomes for citizens across Gwent. Further work is required to map the various boards, key drivers and governance across Gwent. See Appendix 4.
- 3.15 A robust performance framework is essential to ensure accountability for the delivery of partnership activity that improves outcomes and delivers the statutory duties, objectives and priorities of the PSB. This will be closely linked to the development of other parts of the PSB governance arrangements including scrutiny arrangements, terms of reference, other Regional Boards and Local Delivery Partnerships.

### **Well-being Assessment and Plan**

- 3.16 The development of a regional approach provides the catalyst for a Gwent-wide, Well-being Assessment and Well-being Plan that maintains local accountability. As part of the planning, officers from across public bodies and all five PSBs in Gwent have been developing proposals for an integrated and collaborative approach to undertaking the Well-being Assessment.
- 3.17 This will build on existing individual area assessments and will be structured around the four areas of well-being – social, economic, environmental and cultural.
- 3.18 A regional engagement group are developing a common set of questions, and associated framework, to undertake the community engagement element of the local assessment of well-being in a consistent manner. This will allow the engagement response to be aggregated up to Gwent information as well providing insight at a local community area level to inform well-being planning.
- 3.19 Each local authority area will have responsibility for undertaking their local community area assessment that will integrate with the regional Gwent assessment. We know that headline statistics can fail to shine a light on the differences within and between communities. Assessing the well-being of each community is intended to ensure that the differences between the various communities within the board's area are analysed.
- 3.20 The existing Monmouthshire Well-being Plan sets the objectives and steps for partnership working for the PSB up until 2023. There is a need to continue to focus on the delivery of these to ensure we do not lose focus between now and the publication of the regional plan. This plan will continue to be delivered by local partnership arrangements in Monmouthshire.

- 3.21 A new Gwent Well-being Plan will be developed by 2023 in line with the requirements of the Well-being of Future Generations Act. This is likely to set overarching well-being objectives which will be met by regional and local activity. There are likely also to be local actions, reflecting the differences in needs for well-being across different areas in Gwent, which will be particular to a locality and determined by more local evidence in the well-being assessment. The Local delivery partnerships, further information is in the local delivery arrangements section, will be tasked with contributing to the regional actions as well as delivering any specific local activity.

### **Local delivery arrangements**

- 3.22 An integral part of the development of a Gwent-wide PSB has been ensuring there remains a focus on delivery of projects which are local area specific and maintaining local accountability. A refresh of local partnerships arrangements in Monmouthshire will be undertaken, with the Programme Board, which presently reports to Monmouthshire PSB, assuming a local leadership role. Work is being progressed with the existing Programme Board and Monmouthshire PSB to develop these, and appendix 1 provides the development phases required to ensure the Programme Board is fully functional and equipped to provide the strategic guidance and oversight locally in Monmouthshire whilst also integrating with and influencing the regional PSB approaches. The Programme Board will also be required to deliver against the current local Monmouthshire Wellbeing Plan until 2023, when the next phase of the Wellbeing Plan will be developed as outlined.
- 3.23 A new Gwent Well-being Plan in 2023 is likely to set overarching well-being objectives which will be met by regional and local activity. The developed Programme Board in Monmouthshire will lead Monmouthshire's role in local delivery of regional actions as well as delivering activity specific to Monmouthshire, ensuring the well-being needs of Monmouthshire are prioritised locally and integrated in regional delivery as appropriate.

## **4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

- 4.1 A regional approach will assist the PSB in contributing to the achievement of the well-being goals. An Equality and Future Generations Evaluation has been completed and is attached.

## **5. OPTIONS APPRAISAL**

- 5.1 The proposals have considered how a regional approach would look to strengthen collaboration, the possibilities of generating economies of scale while maintaining the importance of localised partnership delivery. The Well-being of Future Generations (Wales) Act specifies two or more public services boards may agree to merge or collaborate if they consider it would assist them in contributing to the achievement of the well-being goals.
- 5.2 The development of proposals for a Gwent wide PSB has involved each of the existing boards across the region and representatives from public bodies under the direction of

G10. A range of areas have been considered as part of the developments including reviewing legislative requirements, regional and local delivery options, scrutiny, alignment of regional boards and performance management arrangements, along with the well-being assessment and plan.

- 5.3 There is a collective view that a merged regional approach will assist the PSB in contributing to the achievement of the well-being goals and in improving the well-being of people across Gwent. All five existing Public Services Boards in Gwent are supportive of the approach to merge the five Public Services Boards into one Gwent-wide PSB in principle. The main opportunities and challenges that would need to be managed that have been identified for a Gwent-wide merged PSB are set out in point 3.6 and 3.7.

## **6. EVALUATION CRITERIA**

- 6.1 When formed, a number of elements of the delivery and governance arrangements of the Public Service Board will need further development to ensure it maximises the opportunities identified, mitigates as far as possible potential risks and meets its statutory duties and requirements under well-being of Future Generations Act.
- 6.2 The development of a robust performance framework is essential to ensure accountability for the delivery of partnership activity that improves outcomes and delivers the statutory duties, objectives and priorities of the PSB. The performance framework will need to be driven by a range of qualitative and quantitative data, experiences, research and evidence to allow the PSB to evaluate progress and impact. The framework will facilitate the regional PSB to hold the performance of delivery of its priorities and responsibilities to account and be accountable for its own performance. This will be closely linked to the development of other parts of the PSB governance arrangements including scrutiny arrangements, terms of reference, other Regional Boards and Local Delivery Partnerships.

## **7. REASONS:**

- 7.1 To ensure that effective arrangements are in place to improve the economic, social, environmental and cultural well-being of our county and region and deliver the aspirations outlined in the Well-being of Future Generations Act and meet the associated legislative requirements set out in the underpinning statutory guidance.
- 7.2 To ensure accountability of the Public Service Board through the appropriate governance, performance and overview and scrutiny arrangements.

## **8. RESOURCE IMPLICATIONS:**

- 8.1 The formation of a Gwent-wide PSB will lead to some economies of scale by reducing the number of PSB's from five to one. This also offers the opportunity to improve oversight and coordination of funding opportunities.
- 8.2 While this will reduce meetings and strengthen strategic links for the PSB at a Gwent level, this will need to be supported and suitably resourced along with equally supporting and resourcing delivery that will continue locally through delivery partnerships. Administering PSBs is a responsibility that falls to the local authority members. It is proposed that the administration of the Gwent PSB rotates around the five local authority members.

- 8.3 Welsh Government grant funding has been made available annually to Public Services Boards to use regionally in Gwent to build strategic capacity and capability to support the preparation of the well-being assessments as well as consolidate work on the well-being plans. Funding of up to £77,727 is confirmed for the 2021/22 financial year. With the potential to apply for further funding to support PSBs that have decided to merge.
- 8.4 In Monmouthshire there is a need to ensure there is the skills and capacity to support and lead local partnership delivery and contribute to delivery and support, including taking a lead role on some arrangements, of the Gwent-wide PSB. This has been identified as resource neutral but there may be a need for temporary additional capacity during years when the rotation for administrative support arrangements sits with Monmouthshire.

**9. CONSULTEES:**

Monmouthshire Public Service Board  
Public Services Select Committee  
G10  
Cabinet

The proposal for creating a Gwent-wide PSB was presented to the Monmouthshire Public Services Select Committee on 5th July 2021. The committee concluded: Key advantages highlighted are a strengthened strategic board whilst retaining a strong local voice to enable us to respond to our communities. It should offer us a stronger oversight of some of the regional work such as domestic abuse and should enable us to have greater focus on common regional issues such as climate change and obesity. The committee also talked about how plans should be more cohesive across the region and governance should be strengthened. The Select Committee gave its support to the original proposal to merge the PSB's, so are content that regional arrangements are now being put in place. The committee is pleased that there is recognition of the need to ensure that we can scrutinise local delivery to ensure outcomes are provided for Monmouthshire citizens. Thank you to officers for all the work that must be involved in merging the boards and the committee will see what transpires in terms of the future scrutiny arrangements.

**10. BACKGROUND PAPERS:**

Monmouthshire Public Service Board Well-being Plan  
Monmouthshire Public Service Board Well-being Assessment

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**Appendix 1 – Timeline of Gwent Regional PSB formation, including development of local arrangements in Monmouthshire, and development of Well-being Assessment and Plan**

<b>Date</b>	<b>Item</b>
Mar 2021	Gwent PSB approach agreed by G10
Dec/ Apr 2021	Proposal taken to each PSB to detail the decision to move to a regional PSB and how this will be done Plans for local arrangements discussed Agreement from each PSB for this to go ahead
Apr/ Jul 2021	Report to each LA scrutiny committee Report to Monmouthshire County Council Cabinet Regional scrutiny process agreed. <b>Formally agreed by each Local Authority/ organisation as required</b>
Apr/Sep 2021	Programme Board to review its current structures, membership and processes. Agree new purpose and ways of working to hold 'accountability' locally of the existing Wellbeing plan and priorities <b>Monmouthshire PSB to provide guidance on membership of Programme Board</b>
Apr – Oct 2021	<b>PSB Officers to draft Gwent Wellbeing Assessment</b>
Jul – Sept 2021	<b>PSB to undertake a public engagement process for the Wellbeing Assessment</b>
Jun – Jul 2021	Final PSBs are held in each area Paper on local arrangements agreed and signed off by each PSB Terms of Reference for the regional PSB drafted Date for first regional PSB is set lead coordinating Local Authority agreed
Sept 2021	Regional PSB is created - <b>First meeting must be held within 60 days (30th October).</b> The first meeting will need to be chaired by an LA lead, Terms of Reference for the regional PSB formally signed off
Nov 2021	Consultation Draft Assessment agreed by PSB
Dec 2021 – Jan 2022	<b>Consultation Period for the Wellbeing Assessment for all stakeholders</b>
Feb 2022 – Mar 2022	Redrafting Wellbeing Assessment in light of consultation
Apr 2022	<b>Final version of Wellbeing Assessment agreed by Gwent PSB</b>
May 2022	<b>Publish Wellbeing Assessment</b>
May 2022 – Oct 2022	<b>PSB to develop response analysis to inform the Wellbeing Plan</b> PSB to develop Local Wellbeing Plan
Nov 2022 – Jan 2023	<b>Statutory Consultation of the Wellbeing Plan</b>
Feb 2023 – Mar 2023	Redrafting Wellbeing Plan
Apr 2023	<b>Final version of Wellbeing Plan agreed by Gwent PSB</b>
May 2023	<b>Publish Wellbeing Plan -</b>



## Appendix 2

This is the report produced by regional partners. The key issues are summarized in the covering report to Monmouthshire Cabinet. It is included here to ensure transparency



### SUBJECT: Progress report - Regional PSB

Report written and submitted by: GSWAG Governance Group for G10  
 Authors: Tracy McKim, Policy and Partnership Manager, Newport City Council.  
 Kathryn Peters - Corporate Policy Manager Caerphilly County Borough Council

<b>1</b>	<b>Areas Affected</b>
1.1	Gwent
<b>2</b>	<b>Purpose of Report</b>
2.1	<p>To update members on the development of a regional 'Gwent' PSB, and the next round of the Assessment of Local Well-being and Local Well-being Plans and to note any relevant governance changes required for the local authority and its committees.</p> <p><b>The report is being received by partnership Scrutiny Committees across Gwent for awareness and Cabinet/ Council for note and decision making as appropriate.</b></p>
<b>3</b>	<b>Background</b>
3.1	<p>The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales. The Act sets out a collective well-being duty on specified public bodies to act jointly via public services boards (PSBs) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.</p> <p>As part of this collective well-being duty, the PSB must:</p>

	<ul style="list-style-type: none"> <li>• Prepare and publish an assessment of the state of economic, social, environmental and cultural well-being in each community, and in the area as a whole, to be published no later than a year before its local well-being plan.</li> <li>• Prepare and publish a local well-being plan setting out its local objectives and the steps it proposes to take to meet them, published no later than 12 months after each local election.</li> </ul> <p>The first <a href="#">local well-being assessments</a> were published in May 2017. The <a href="#">first local well-being plans</a> were published in May 2018 for Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen. The next round of the well-being assessment and well-being plan are due to be published in May 2022 and May 2023 respectively.</p>
3.2	<p>The Act also provides for two or more PSBs to be able to merge if it would assist them in contributing to the achievement of the well-being goals. There have been discussions at the Gwent wide leadership group ‘G10’ and at each PSB about the merger of the Gwent PSBs to form a single regional PSB. The decision to do this must be agreed by each of the individual PSBs as the statutory bodies.</p> <p>Each PSB in the Gwent region has agreed this in principle. The PSBs and G10 have also considered the importance of maintaining strong local partnerships in each area to support delivery of the Well-Being Plan and also other partnership work.</p>
3.3	<p>The drivers for the change to a regional approach and Plan considered by the G10 leadership were:</p> <ul style="list-style-type: none"> <li>• improving the well-being of people across Gwent by strengthening governance, accountability, improving collaborative working and supporting a clearer partnership landscape;</li> <li>• providing the catalyst for a regional well-being assessment and well-being plan that maintains local accountability.</li> <li>• opportunities to align partnership legislation and PSB statutory duties for a more strategic overview of areas such the Crime and Disorder Act, Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) and the Childrens Act.</li> <li>• opportunity to develop regional scrutiny arrangements.</li> <li>• opportunity of aligning the focus of both the Regional Partnership Board (RPB) and PSB that will reduce duplication of activity, align strategic priorities and much closer collaboration over assessment, planning and delivery functions.</li> <li>• The approach supports the Welsh Government review on ‘strategic partnerships’ and specifically recommendation 3 of the recent Audit Wales Review of Public Services Boards<sup>1</sup>.</li> </ul>

<sup>1</sup> Recommendation 3 of the WAO Review of Public Services Boards includes ‘...that Welsh Government enables flexible models for merging, reducing and integrating their work with other forums such as Regional Partnership Boards; and – giving PSBs flexibility to receive, manage and spend grant monies...’

	There is a range of effective partnership work which takes place through the G10 leaders group and subgroup GSWAG (Gwent Strategic Well-being Action Group) which has also attracted funding through Welsh Government and delivery of work such as 'climate ready Gwent' however there is not one strategic direction for this work that a regional assessment and plan would provide.
3.4	The current <a href="#">Well-Being Plans (2018-2023)</a> form the delivery arrangements for the next two years and these will continue to be delivered by the local partnerships (One Newport; The Blaenau Gwent We Want; The Caerphilly We Want; Our Monmouthshire; Torfaen Public Services Board) supported by the regional PSB, and scrutinised by partnership Scrutiny Committees in each of the local areas.
3.5	A timeline for this activity can be found at Appendix 1 to this report.
<b>4</b>	<b>Progress</b>
4.1	Each of the five PSBs Blaenau Gwent, Caerphilly, Monmouth, Newport, Torfaen have discussed the proposal and agreed to disband the local PSB and form a regional PSB.
4.2	<p>Officer groups across Gwent have been reviewing and developing:</p> <ul style="list-style-type: none"> <li>• Terms of reference</li> <li>• Progress towards a Gwent well-being assessment and plan, including engagement</li> <li>• Local Delivery Partnership arrangements</li> <li>• Membership of the Gwent PSB</li> <li>• Regional scrutiny arrangements</li> <li>• Performance</li> <li>• Links to other regional boards</li> <li>• Openness, transparency and identity of the Gwent PSB</li> </ul> <p>The terms of reference and membership of the Local Delivery Partnerships have not yet been drafted but will also need to be agreed at the first meeting of the Gwent PSB to ensure continuity of delivery of the 5 existing well-being plans which run until 2023. Local Delivery Partnerships will need to include senior officers, with the ability to take decisions and direct resources, from all the Gwent PSB member bodies, and any local partners who are currently represented on the 5 PSBs but will not be at the Gwent PSB.</p> <p>The Local Delivery Partnership arrangements may differ in membership and scope but as a minimum will need to provide for the delivery of local priorities set out in the Gwent well-being plan and any local contribution to regional priorities.</p>
4.3	The current thinking is that, for the new Gwent Well-being Plan 2023-2028, there are likely to be a set of overarching well-being objectives which will be met by regional and local activity. There are likely to be local actions which will be particular to a locality and determined by more local data and assessment. The Local Delivery Partnerships will be tasked with contributing to the regional actions as well as delivering any specific local activity.

	In order to meet statutory deadlines for the next iteration of the well-being assessment and well-being plan the engagement work has commenced and there are regional subgroups in place to develop this work and support delivery of the Gwent Well-Being Assessment.
4.4	The Gwent PSB inaugural meeting is proposed for September 2021 and the members will set their terms of reference and membership at that meeting.
4.5	All statutory and invited G10 member organisations (Aneurin Bevan Health Board, Blaenau Gwent CBC, Caerphilly CC, Gwent Police, Monmouthshire CC, Natural Resources Wales, Newport CC, Office of the PCC, South Wales Fire and Rescue Service, Torfaen CBC) are taking reports as appropriate within their own governance and this report forms part of the decision making for this local authority.
4.6	The development of regional scrutiny arrangements for the Gwent PSB and its assessment and planning will continue over the coming months and will need to be collaborative in the approach to membership and interaction with the local Scrutiny Committees, particularly during the interim period ahead of the new Well-Being Plan.
<b>5</b>	<b>Timeline</b>
5.1	The initial meeting of the Gwent PSB is proposed as September 2021. Each organisation is responsible for reports to members and any necessary governance changes.
5.2	The regional well-being assessment will need to be complete and signed off by the statutory members individually, and by the PSB collectively, by the 5 <sup>th</sup> May 2022. The development of the well-being assessment also requires the input of the Future Generations Commissioner and Welsh Government. All groups are working to the assessment timeline attached at Appendix 2.
<b>6</b>	<b>Terms of Reference</b>
6.1	The draft Terms of Reference at Appendix 3 have been developed based on the 5 existing terms of reference, Schedule 3 to the Act, the reported discussions at the meetings to dissolve the existing PSBs and the discussions at G10.
6.2	The terms of reference must be agreed at the first meeting of the Gwent PSB. However, further development is needed to support the proposed <i>Local Delivery Partnerships</i> . This is an important concern raised by each local authority area.
6.3	The terms of reference can be agreed by the four statutory partners acting together, however given the 'collaboration' element of the sustainable development principle they will be agreed by the full set of members of the new board at its first meeting. It has been agreed in principle that all members of the regional PSB whether statutory or invited will have equal voting rights.
6.4	The terms of reference and membership of the Local Delivery Partnerships have not yet been drafted but will also need to be agreed at the first meeting of the Gwent PSB to ensure continuity of delivery of the 5 existing well-being plans

	<p>which run until 2023. Local Delivery Partnerships will need to include senior officers, with the ability to take decisions and direct resources, from all the Gwent PSB member bodies, and any local partners who are currently represented on the 5 PSBs but will not be at the Gwent PSB e.g., individual Registered Social Landlords, tertiary colleges, community councils, youth forums etc.</p> <p>The Local Delivery Partnership arrangements may differ in membership and scope but as a minimum will need to provide for the delivery of local priorities set out in the Gwent well-being plan and any local contribution to regional priorities.</p>
6.5	<p>The current thinking is that, for the new Gwent Well-being Plan 2023-2028, there are likely to be a set of overarching well-being objectives which will be met by regional and local activity. There are likely also to be local actions which will be particular to a locality and determined by more local data and assessment. The Local Delivery Partnerships will be tasked with contributing to the regional actions as well as delivering any specific local activity.</p>
6.6	<p>Administering PSBs is a responsibility that falls to the local authority members. To ensure that this is shared equally there is in principle agreement that this rotates around the five local authority members but on a two-year rotation to provide some continuity. The draft terms of reference suggest that the Chair holds the role for a period of two years. Where a local authority holds the position of chair the administration role should move with that chair.</p> <p>Although other organisations may Chair a PSB, a local authority must chair the first meeting of the PSB and every mandatory meeting (after a local government election) thereafter.</p>
<b>7</b>	<b>Regional Scrutiny</b>
7.1	<p>Officers are working with the Scrutiny Managers in each of the five local authorities to work through how the proposed Regional Scrutiny will function in terms of its membership, terms of reference, continued scrutiny of the 5 existing well-being plans until 2023, community safety scrutiny (Police and Justice Act 2006), scrutiny of local delivery under the new Gwent Well-being Plan 2023-2028, host authority etc.</p>
7.2	<p>Ongoing Scrutiny of the current Well-Being Plans continues within the local partnership Scrutiny arrangements.</p>
7.3	<p>The work to develop regional scrutiny is ongoing and will need to be taken through Council decision making processes so that the new regional scrutiny can be formed to begin its role of scrutinising the Gwent PSB.</p>
7.4	<p>The first formal activity the regional scrutiny will be involved in will be as a consultee to the new regional well-being assessment (Section 38 of the Act). Given the timeline at Appendix 1 this is likely to be in February 2022. Thereafter, the proposed Regional Scrutiny will take oversight of the Gwent Well-being Plan from 2023.</p>
7.5	<p>The discussions with Scrutiny Managers are considering:</p>

	<ul style="list-style-type: none"> <li>• Formation of the regional scrutiny</li> <li>• The continued scrutiny of the current well-being plan</li> <li>• Ongoing scrutiny of local level PSB activity once the new PSB is formed</li> </ul>
7.6	To strengthen the relationship with the Regional Scrutiny Committee the Chair and Vice-chair should be aware of the Boards work and should be sent all agendas, minutes, and papers. It is proposed that the Chair of the Regional Scrutiny would also be invited to all regional PSB meetings.
<b>8</b>	<b>Links to other regional boards</b>
8.1	<p>There are a multitude of partnership boards across the Gwent region that have been established in line with policy, programme or legislative drivers.</p> <p>This is outlined in a diagram at Appendix 4 which shows the Gwent PSB &amp; RPB partnership landscape with statutory duties</p> <p>Connectedness and alignment of these boards could be improved and maximised under the Gwent PSB, particularly where boards are delivering activity in-line with the PSB statutory duties, as specified in the PSB statutory guidance.</p> <p>The Gwent PSB, working closely alongside the Gwent RPB, has the opportunity to reduce duplication, maximise resources, identify shared priorities and achieve closer alignment of policy, programme and legislative agendas, which would potentially improve outcomes for citizens across Gwent.</p> <p>Further work is required to map the various boards, key drivers and governance across Gwent.</p>
<b>9</b>	<b>Performance and Reporting</b>
9.1	A robust performance framework is essential in facilitating the PSB to improve the social, economic, environmental and cultural well-being of Gwent. A framework is being developed to provide an integrated mechanism that focusses on the performance of partnership and collaborative activity that delivers the statutory duties, objectives and priorities of the PSB.
9.2	The framework will facilitate the regional PSB to hold the performance of delivery of its priorities and responsibilities to account and be accountable for its own performance. This will be closely linked to the development of other parts of the PSB governance arrangements including scrutiny arrangements, terms of reference, other Regional Boards and Local Delivery Partnerships.
9.3	The performance framework will need to be driven by a range of qualitative and quantitative data, experiences, research and evidence to allow the PSB to evaluate progress and impact. The PSB will need to have the skills and capacity to support the provision of up-to-date information, analysis and insight on well-being of people and places in Gwent.

9.4	Each of the current PSBs has an online presence, with their own <a href="#">websites</a> that host all meeting papers, performance reports, member profiles, the local assessment of well-being, data sets, the well-being plan, action plans, statutory annual reports, public contact points etc. It will be important that this is replicated for a Gwent PSB to ensure openness and transparency.
9.5	In addition, several PSBs have a social media presence through Twitter and Facebook. This includes social media guidance for partners in the use of the PSB identity and logos. The Gwent PSB will need to consider its own openness and transparency and potentially develop a Gwent identity, certainly this will be need for the next round of well-being planning. This will be an early consideration of the new PSB.
<b>10</b>	<b>Conclusion</b>
10.1	<p>Good progress is being made by officers of the PSB member organisations and development of the local assessment of well-being is on track to meet statutory timelines. Subject to reports passing through internal governance structures the Gwent PSB should be able to form from September this year. The provisional first meeting date is set.</p> <p>Each individual Council will need to consider changes to its constitution and committee terms of reference.</p> <p>Arrangements for Regional Scrutiny are being discussed among democratic services leads and the aim is to conclude this to meet the approval requirements of the local assessment of well-being needs. The scrutiny of the existing well-being plans is continuing through local Scrutiny in each individual area until 2023.</p>

**Gwent Area Public Services Board  
Terms of Reference**

Prepared with reference to the Welsh Government Statutory guidance: SPSF 3 Collective Role (Public Services Boards) “Shared Purpose Shared Future” and Schedule 3 of the Well-being of Future Generations (Wales) Act 2015.

**Status**

1. The Gwent Area Public Services Board (hereafter the Gwent Public Services Board, or, the Board) is a statutory board established by the Well-being of Future Generations (Wales) Act 2015.
2. The former five local Public Services Boards, covering the geographical local authority areas of Blaenau Gwent CBC, Caerphilly CBC, Newport CC, Monmouthshire CC and Torfaen CBC, have agreed to merge under Section 47(1) of the Act to assist them in delivering the well-being goals for Wales.

**Purpose**

3. The purpose of the Board is to improve the economic, social, environmental, and cultural well-being of the combined area, referred to as ‘Gwent’.
4. In pursuing this purpose, the Board will contribute to the national well-being goals and its Vision Statement.
  - A prosperous Wales
  - A resilient Wales
  - A healthier Wales
  - A more equal Wales
  - A Wales of cohesive communities
  - A Wales of vibrant culture and thriving Welsh language
  - A globally responsible Wales

**VISION STATEMENT**

The shared long-term vision of all partners for the Gwent area is for sustainable communities, supported by actions that enhance the quality of life for all. This means we need to make sure that when making decisions, we take into account the impact they could have on people living their lives in Wales in the future.

**Main Tasks**

5. The Board has four main tasks:
  - To prepare and publish an assessment of the economic, social, environmental and cultural well-being of the Gwent area.



- To prepare and publish a Local Well-being Plan for the Gwent area setting out well-being objectives and the steps it proposes to take to meet them.
- To take all reasonable steps to meet the objectives they have set.
- To prepare and publish an annual report that sets out the Board's progress in meeting the well-being objectives.

## Principles and Values

6. Sustainable development is the overriding principle of the Board's activities. This means acting in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
7. The Board will operate with mutual respect and challenge, in the spirit of collaborating to improve the well-being of the area. Members will seek to be at the forefront of planning, will be inquisitive of new approaches, and will act to bring their combined resources to bear to make any changes in partnership delivery that are needed to secure the well-being of future generations.
8. This means working in ways that take into account:
  - **Long term:** The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
  - **Prevention:** Understanding the root causes of issues that affect well-being and acting to prevent problems occurring or getting worse.
  - **Integration:** Considering how the Board's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
  - **Collaboration:** Acting in collaboration with any other person that could help the Board to meet its well-being objectives.
  - **Involvement:** The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.
9. In addition, the Board, will strive to work in accordance with:
  - The United Nations Convention on the Rights of the Child
  - The National Principles for Public Engagement in Wales
  - The National Standards for Children and Young People's Participation
  - Welsh Language (Wales) Measure 2010
  - Equality Act 2010
  - Public Sector Equality Duty

## Membership

### *Statutory Members*

10. The statutory members of the Board are:
  - **Blaenau Gwent County Borough Council** (Leader and Chief Executive)

- **Caerphilly County Borough Council** (Leader and Chief Executive)
  - **Newport City Council** (Leader and Chief Executive)
  - **Monmouthshire County Council** (Leader and Chief Executive)
  - **Torfaen County Borough Council** (Leader and Chief Executive)
  - **Aneurin Bevan University Health Board** (Either the Chairman, Chief Executive or both)
  - **South Wales Fire and Rescue Service** (Either the Chairman, Chief Officer or both)
  - **Natural Resources Wales** (Chief Executive)
11. Individuals may be designated to represent any of the named persons above. Council Leaders may only designate another member of the Council's Cabinet to represent them.
12. Any designated representatives should have the authority to make decisions on behalf of their organisation.

#### *Invited Participants*

13. The following statutory invitees are invited to participate in the board's activity:
- The Chief Constable of Gwent Police
  - The Gwent Police and Crime Commissioner
  - National Probation Service for Wales
  - Gwent Association of Voluntary Organisations
  - Torfaen Voluntary Association
  - The Welsh Ministers
14. The following non-statutory invitees, exercising functions of a public nature, are invited to participate in the board's activity:
- Public Health Wales NHS Trust
15. Invited participants are not required to accept their invitation.
16. Invited participants are not members of the Board. They are entitled to make representations to the board about the assessments of local well-being and local well-being plan, take part in Board meetings and provide other advice and assistance.
17. Invited participants will be asked to join the Board via a letter from the Chair setting out the reasons for the invitation and the expectations upon the invitee.
18. Having joined the Board, invited participants will participate in meetings in the same way as statutory members.

### *Observer*

19. The Board will invite the Chair (as an alternate Vice-Chair) of the Regional Scrutiny Committee to attend Board meetings as an observer.

### *Other partners*

20. The Board will work with key partners either directly, or through Local Delivery Partnerships, who exercise functions of a public nature and who; have a material interest in the well-being of the area; deliver important public services; and are involved in the in the preparation, implementation and delivery of the work of the board.
21. These partners will include, but are not limited to:
  - Community Health Councils
  - Community Councils
  - Registered Social Landlords
  - Tertiary Colleges
  - National Park Authorities
  - Higher Education Funding Council for Wales
  - Further or Higher Education institutions
  - Arts Council of Wales
  - Sports Council for Wales
  - National Library of Wales
  - National Museum of Wales

### **Quorum**

22. The quorum of a public services board meeting is all its statutory members.

### **Decision Making**

23. Members will appoint a Chair and Vice Chair from the statutory members or the invited participants, to hold office for two years.
24. Board decisions, for example the agreement of the assessment of local well-being and the local well-being plan, are only valid when made jointly and unanimously by all statutory members and with all statutory members in attendance.
25. Other Board decisions will be agreed by consensus but may be taken by vote carried by a simple majority.
26. In the event of a disagreement between members it is the responsibility of the Chair to mediate an agreement and to ensure that this is presented to the next available meeting of the Board or to a special meeting if required.

## **Mandatory Meetings**

27. The Board will hold a “mandatory meeting” chaired by one of the constituent local authorities, no later than 60 days after each subsequent ordinary election of councillors.
28. At this meeting the Board will:
  - a) Nominate a Chair and Vice-chair
  - b) Determine when and how often it meets
  - c) Review and agree its terms of reference

## **Ordinary Meetings**

29. Ordinary meetings of the Board will take place, as a minimum, every three calendar months at a time and venue to be agreed by the members. Members may attend virtually.
30. Each meeting may consider, but not be limited to, the following agenda items:
  - Welcome and apologies
  - Declarations of interest
  - Minutes of the last meeting
  - Progress on well-being objectives
  - Forward work plan
  - Public questions and communication

Minutes of meetings, and relevant reports, will be on the Gwent Public Services Board’s website.

## **Sub-groups**

31. The Board is able to establish sub-groups to support it in undertaking its functions and the board can authorise sub-groups to exercise a limited number of functions.
32. Each sub-group of a public services board must include at least one statutory member of the board, who can choose an appropriate representative to attend to contribute to the work of the sub-group. The sub-group can include any invited participant or other partner.
33. Sub-groups’ functions will be guided by these PSB terms of reference.
34. Sub-groups cannot be authorised to:
  - (a) invite persons to participate in the board’s activity
  - (b) set, review or revise the board’s local objectives
  - (c) prepare or publish an assessment of well-being

- (d) consult on an assessment of well-being or to prepare a draft of an assessment for the purposes of consulting
- (e) prepare or publish a local well-being plan
- (f) consult on a local well-being plan or to prepare a draft of a local well-being plan for the purposes of consulting
- (g) review or amend a local well-being plan or to publish an amended local wellbeing plan
- (h) consult on an amendment to a local well-being plan
- (i) agree that the board merges or collaborates with another public services board

35. The matters above require all statutory members to act jointly and so must be taken by the Board itself.
36. Whilst sub-groups cannot themselves be authorised to finalise and approve the assessment of local well-being, or the local well-being plan, it is expected that they will play an important role in researching and developing those products in draft.
37. The aims of each sub-group will be determined by the Board when the sub-group is established.
38. Each sub-group will prepare terms of reference and the Chair of the sub-group will submit them to the Board for approval.
39. The following sub-group is currently established:

**Gwent Strategic Well-being Action Group.** The aim of this sub-group is:

- To act as the officer support group to the Board
  - To prepare the local assessment of well-being and Gwent Well-being Plan
  - To ensure that regional activity that contributes to the Board's well-being objectives is delivered in collaboration
  - To liaise with Welsh Government and the Office of the Future Generations Commissioner on behalf of the Board
  - Facilitate the relationship, continuity and reporting between regional activity and the work of the Local Delivery Partnerships
  - Provide evidence to the Regional Scrutiny Committee
  - To ensure that the work of the partnership is open and transparent and that it's activity and performance is available on the Gwent Public Services Board's website
  - To prepare an annual report on behalf of the Gwent Public Services Board
41. The following sub-groups will be established to operate in each geographical local authority area:

**Local Delivery Partnerships.** The aim of each of the five sub-groups is:

- To ensure the delivery of local actions that contribute to the Board's well-being objectives
  - To contribute to any regional activity that contributes to the Board's well-being objectives
  - To involve local communities, local community areas and any person or group with an interest in the well-being of the area covered by the partnership
  - To take forward any actions of a local nature set out in the Gwent Well-being Plan
  - To report as requested through local democratic scrutiny arrangements
  - To report as requested to the Regional Scrutiny Committee
  - To report on activity to the Gwent Public Services Board as required
  - To ensure that the work of the partnership is open and transparent and that its activity and performance is available on the Gwent Public Services Board's website
  - Continue to deliver 2018-23 Local Well-being Plans
42. Local Delivery Partnerships will comprise senior officer representatives of the statutory and invited partners of the Board who will have the ability to take decisions and direct resources within the area they operate.
43. The Gwent Public Services Board will ensure the continued effectiveness and operation of Local Delivery Partnerships and will hold themselves to mutual regional account should the performance of a Local Delivery Partnership fall below expectations.

## **Support**

44. Administrative support for the Board will be provided by one of the five local authorities on a two-year cycle, timed with the two-year cycle of the Chair and Vice-Chair. Where the Chair is the Leader of one of the local authorities the administrative support will be provided by that local authority. This includes:
- Ensuring the Board is established and meets regularly
  - Preparing the agenda and commissioning papers for meetings
  - Inviting participants and managing attendance
  - Ensuring the Gwent Public Services Board website is current, open and transparent
  - Work on the annual report
  - Preparation of evidence for Regional Scrutiny
45. Ensuring that the functions of the Board are properly resourced is the responsibility of all members equally. Members may provide advice,

assistance, and other 'in kind' resources to the board for instance in the form of analytical or professional expertise.

46. Invited participants and other partners may also provide advice, assistance, and other 'in kind' resources to the Board for instance in the form of analytical or professional expertise.

## **Wider Engagement**

47. The Board's citizen focus means it will 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 (Equality Act 2010), in all aspects of its work. The Board will also take account of people with an interest in achieving the well-being goals and will ensure those persons reflect the diversity of the population of the Gwent area. It will abide by the National Principles for Public Engagement in Wales and the National Standards for Children and Young People's Participation.
  - The Board encourages dialogue with persons and bodies who have an interest in the well-being of the area and will consider any questions raised through the administrative support to the Board. Contact is facilitated by the Public Services Board website and meeting papers will be published on the website one week in advance.
  - Interested parties can be invited to make presentations to the Board on any items that are being considered. The Board will take care, however, to ensure the propriety and impartiality of processes and be alive to the risks of any perception arising that a particular group is being afforded excessive access to, or influence over the Board's deliberations.
  - The Board will take additional steps outside of meetings to ensure that the public voice is heard and helps to shape both the well-being assessment and well-being plan. This is expected to include consultation exercises and opportunities for people to raise and debate ideas through online and offline engagement arrangements.
  - The Board will seek advice and guidance from the Future Generations Commissioner as and when appropriate.
  - The Board is subject to scrutiny through the Regional Scrutiny Committee and this process provides a further route for public engagement. The Board will ensure the scrutiny committee has adequate engagement with a wide range of relevant stakeholders who can help hold PSBs to account.

## **Performance and Reporting**

48. The Board will adopt a robust performance management framework and will ensure that it is measuring outcomes and progress towards its well-being objectives. The performance will be examined at each meeting and progress will be publicly available on the Gwent PSB website.

49. The Board will prepare and publish a report no later than 14 months after the publication of its first local well-being plan. This will enable the board to report on the full year's activity.
50. Subsequently, an annual report will be published no later than one year after the publication of each previous report.
51. In the year following an ordinary local government election, when a new local well-being plan is being prepared and published, there is no requirement to also produce an annual report.
52. The Annual Report will set out the steps taken since the publication of the Board's most recent local well-being plan to meet the objectives set out in the plan. It can also include any other information the Board thinks would be appropriate.
53. A copy of the Annual Report will be sent to the Welsh Ministers, the Future Generations Commissioner, the Auditor General for Wales and to the Regional Scrutiny Committee

### **Regional Scrutiny**

54. The role of scrutiny is to provide challenge and support to secure continuous improvement for the Board.
55. In order to assure democratic accountability, there is a requirement for a designated local government scrutiny committee to scrutinise the work of the Public Services Board. The scrutiny will be provided by a Regional Scrutiny Committee to be supported by the same local authority currently providing.
56. Welsh Ministers have a power to refer a plan to the scrutiny committee if it is not considered sufficient; for example, due to an adverse report by the Future Generations Commissioner for Wales or a concern statutory duties are not being met.
57. The Regional Scrutiny Committee can require any member of the board to give evidence, but only in respect of the exercise of joint functions conferred on them as a member of the Board.
58. The Regional Scrutiny Committee must send a copy of any report or recommendation it makes to the Welsh Ministers, the Commissioner and the Auditor General for Wales.

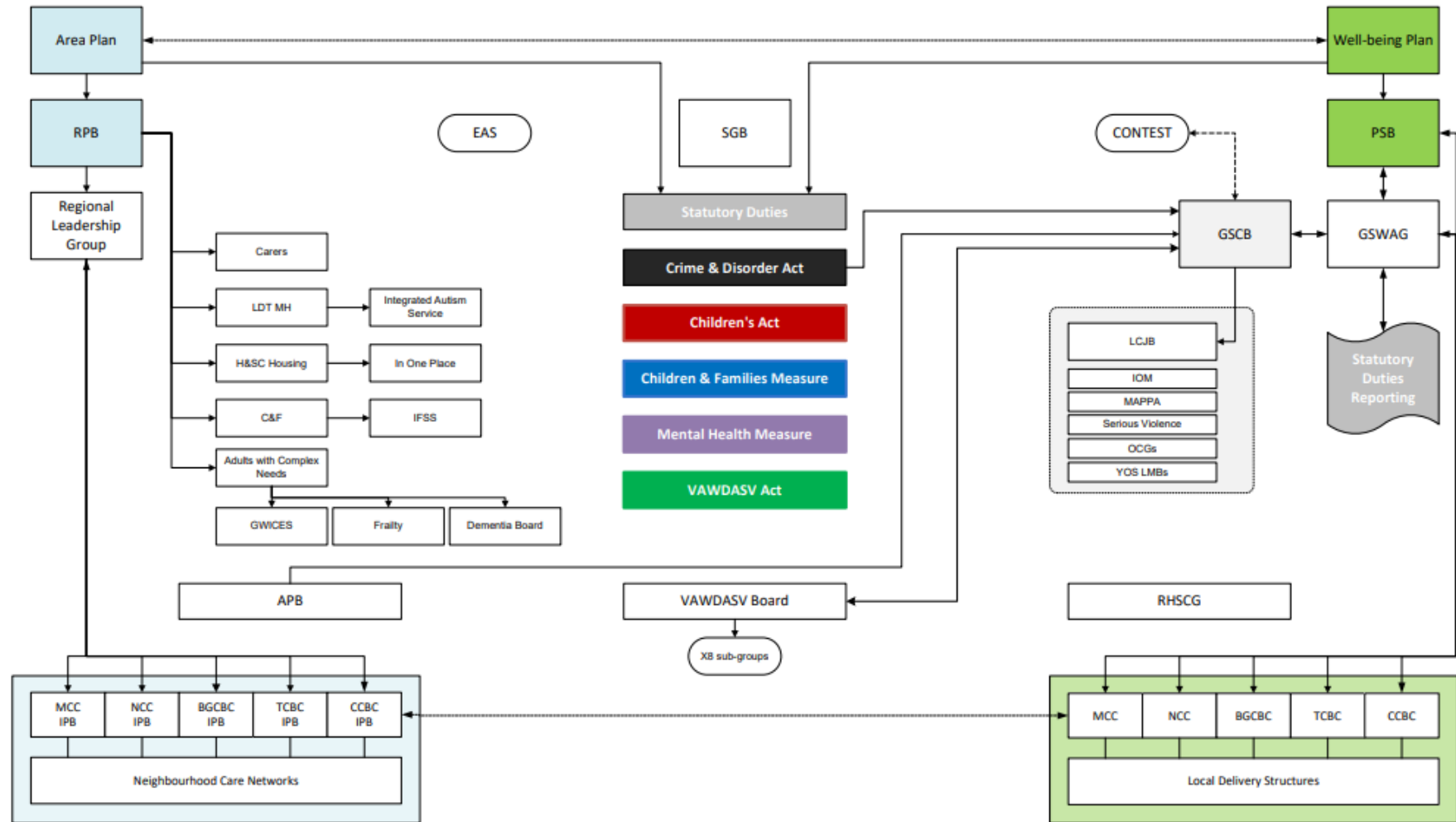
### **Review and Amendment**

59. While the Board must review these terms of reference at the mandatory meeting, the Board may review, and agree to amend it at any time providing all statutory members agree.

*Agreed: XX September 2021*



Gwent PSB & Regional Partnership Board partnership landscape with statutory duties



## Background papers

### Wellbeing Assessments for Gwent

- [Newport](#)
- [Caerphilly](#)
- [Blaenau Gwent](#)
- [Torfaen](#)
- [Monmouthshire](#)

### Wellbeing Plans for Gwent

- [Newport's Well-being Plan 2018-23](#)
- [The Caerphilly We Want 2018 – 2023](#)
- [The Blaenau Gwent We Want 2018-2023](#)
- [Well-being Plan for Torfaen 2018 - 2023](#)
- [Monmouthshire Public Service Board Well-being Plan 2018-23](#)

### PSB websites

- [The Blaenau Gwent We Want](#)
- [The Caerphilly We Want](#)
- [Our Monmouthshire](#)
- [One Newport](#)
- [Torfaen Public Services Board](#)