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**Gwasanaethau Gweithredol a Phartneriaethol /  
Operational and Partnership Services**

Deialu uniongyrchol / Direct line /: 01656 643695  
Gofynnwch am / Ask for: Gail Jewell

Ein cyf / Our ref:  
Eich cyf / Your ref:

**Dyddiad/Date:** 25 October 2017

Dear Councillor,

**PUBLIC SERVICE BOARD SCRUTINY PANEL**

A meeting of the Public Service Board Scrutiny Panel will be held in the Committee Rooms 2/3, Civic Offices Angel Street Bridgend CF31 4WB on **Friday, 27 October 2017 at 1.00 pm.**

**AGENDA**

1. Nomination of Chair
2. Apologies for Absence  
To receive apologies for absence (to include reasons, where appropriate) from Members/Officers.
3. Declarations of Interest  
To receive declarations of interest of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including Whipping Declarations).
4. Notes of Previous Meeting - 9 February 2017 3 - 12
5. Bridgend Public Service Board Cover Report 13 - 18
- (a) Appendix A - Guidance for Local Authority Scrutiny Committee on the scrutiny of Public Service Boards 19 - 42
- (b) Appendix B - Bridgend Public Services Board Draft Well-being Plan 2018-2023 43 - 50
6. Previous minutes from Public Service Board 51 - 62
7. Forward Work Programme
8. Urgent Items  
To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

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Yours faithfully

**P A Jolley**

Corporate Director Operational and Partnership Services

Councillors:

TH Beedle

J Gebbie

Councillors

T Giffard

RMI Shaw

Councillors

JC Spanswick

T Thomas

DRAFT MINUTES

## DRAFT MINUTES

Meeting ID	2810
Committee	Public Service Board Scrutiny Panel
Date	09/02/2017
Attendees	Councillor Norah Clarke (Committee Member) Councillor Ella Dodd (Committee Member) Mark Galvin (Officer) Gail Jewell (Officer) Darren Mepham (Invitee)

Item ID	5520
Item Title	Apologies for Absence
Summary	Apologies for absence were received from the following representatives:-  H Bennett – BAVO J Finch – Bridgend College C Janczewski - ABMU

Item ID	5521
Item Title	Declarations of Interest
Summary	None.

Item ID	5522
Item Title	Approval of Minutes
Summary	<b><u>RESOLVED:</u></b> That the Notes of a meeting of the Local Service Board dated 18 April 2016 be approved as a true and accurate record.

Item ID	5525
Item Title	Public Service Board Projects - Monitoring and Updates
Summary	The Scrutiny Officer presented a report, the purpose of which was to provide information in relation to the initiative Leadership, Enterprise, Ambition and Development (LEAD) that sits under the Wise Programme Board, and also to provide an update of the progress of the Garw Valley Voice (formerly '446') project that sits under the Place Programme Board.  The report confirmed that at its previous meeting on 18 April 2016 (Local Service Board), the Panel received a report from the Healthy Board which provided an update on the Llynfi 20 Project, and a report from the Place Board which delivered information on the 446 Project, and how the venture would progress to the next stage.  Paragraph 2.2 of the report outlined the recommendations the Panel made

in respect of the above items.

In terms of the current report, the following Appendices supported this:-

- 4a – Report from Wise Programme Board
- 4b, Appendix 1 – Wise Board Pro Forma
- 4c – Report from Place Programme Board
- 4d, Appendix 1 – Sensor Study
- 4e, Appendix 2 – Public Health Wales Report
- 4f, Appendix 3 – Garw Valley Voice Flyer
- 4g, Appendix 4 – Garw Valley Voice Pro Forma
- 4h, Appendix 5 – 446 Project Pro Forma

The Chairperson then welcomed the Invitees to the meeting, namely Mr Simon Pirotte who was a Principal at Bridgend College, Inspector Jason Herbert from the South Wales Police, and the Chief Executive (BCBC).

After a brief introduction by the Chief Executive, Members received a Power point Presentation from Mr. Pirotte who was Chairperson of the Wise Board, entitled Leadership, Enterprise, Ambition and Development (LEAD), the elements of which would examine how various educational attainments could be attained, including through working with other Public Service Board members.

He advised that the former Local Service Board (LSB) that the Public Service Board (PSB) superseded, often tackled problems and associated issues, whereby the PSB looked more at people and their talents.

The LEAD project aims currently in its infancy, he confirmed were:-

1. To identify and develop a team of young people from across Bridgend who have leadership potential
2. To put in place a programme that develops the leadership skills of these young people
3. To develop selected young people to act as role models in their communities, to help identify the next generation of 'LEAD' participants
4. To secure funding to develop a sustainable and inclusive project for years to come.

He then advised that the Project had entailed a total of nineteen young people aged 16 – 21 attending firstly an assessment day, of which 14 were selected for the Project with 10 eventually fully participating. This involved them staying (including sleeping over) for a number of days in the Bridgend College and doing a series of tests and exercises, including being involved in Residential Workshops.

The students who were from a number of different areas of the County Borough, were taught how to bond and tackle tasks together; to develop leadership qualities, and with support from their peers they were set targets

that included them both working as part of a team and individually, to build both their confidence and skill bases.

They were also asked what projects they felt would benefit the particular areas they lived in whether from a valley environment or more of a town location. Each of the projects they undertook was led by a Mentor he added.

Mr. Pirotte advised that examples of the work the young people got involved in, included Girls and Wellbeing where 4 teenage girls visited a few schools to chat about different 'bespoke' type issues. Another project was discussions regarding the different transitions young people were faced with, ie from school to college/a place of higher education and university, where this often resulted in them moving from their family home.

He added that two other projects the students experienced, were a link project to South Africa to see some of the adverse conditions some people experienced in terms of their standard of living, and a project entitled Wellbeing and Development – Older Generation and physical and literacy fact finding tests.

In June 2017, Mr Pirotte confirmed that there would be a celebration event in respect of the LEAD Project, and there may also be a follow-up project where the participating students would be Mentors for young people involved in any such second project.

He added that he would also look to see if partners in the PSB and certain other external organisations would help support any second project, including any possible financial assistance.

A Member commented that it was a pity that no more than ten young people took part in the LEAD Project.

Mr. Pirotte replied that if there was a second project, the above number would look to be exceeded through making more schools aware of this than had been the case for the first project.

The Chairperson asked if the outcomes of the project were the ones that he and the Mentors had been looking for.

Mr. Pirotte confirmed that though the Mentors initiated and set-up a platform by which to look to encourage Leadership Skills to conduct tasks, the participants themselves developed the actual Projects that LEAD comprised of. There was evidence that their skills developed as the Project progressed, with there also being evidence that skills of some of the young people had rubbed off on other quieter less confident students.

The Chairperson asked if there had been any success thus far, in securing assistance or support from other partners in order to build-on and support any future projects.

Mr. Pirotte advised that going forward, only the Active Young People Department (AYPD) in BCBC and the Bridgend College had fully committed to another project, but further support for this would be sought initially from other 'arms' of PSB together with any other external organisations, for example BAVO, including in the way of project Mentors. He added that streams of funding would also greatly assist further such projects.

A Member asked if the project in respect of transition from young people going from schools into higher education was an idea from students involved in the project.

Mr. Pirotte confirmed that it was, and there were other ideas being looked at for the next project. Similar projects could be repeated he added, as different young people would be involved in them but would offer different ideas, which would in turn result in different outcomes.

Mr. Pirotte further advised that more students from deprived areas would also be sought for any future tranche of projects. He added that there were talented individuals in the County Borough, but some of them lacked belief or confidence, and it was projects such as LEAD that would help improve these weaknesses.

Inspector Herbert then gave a power point Presentation, entitled the Garw Valley Voice Project.

He confirmed that the Project wished to promote that:

- Bridgend is a great place to work
- People in Bridgend are healthy
- People in Bridgend are engaged and empowered to reach their full potential
- People in Bridgend benefit from a strong and prosperous economy

A survey had been carried out in Pontycymmer and Bettws advised Inspector Herbert entitled 'The Big Youth Voice' in conjunction with the Bridgend Place Programme Board Sensor Study, which revealed that both these areas were vulnerable to problems, and due to this, classed as potential areas of concern.

As part of the Sensor Study residents within these locations who responded to this study (albeit there were only 19), confirmed that they felt a fear that they may be subjected to an act of crime at any time.

Other issues which were multi rather than single agency issues that came out of the Sensor Study were the following:-

1. Groups of youths (congregating)
2. Anti-Social behaviour
3. Litter and fly-tipping

4. Animal fouling
5. Vermin
6. Poor environment (graffiti, boarded windows, etc)
7. Damage/vandalism
8. Overgrown vegetation
9. Vehicle thefts
10. Traffic related issues, eg speeding, parking & anti-social driving
11. Drug use and cultivation
12. Public drinking

The main areas where these concerns existed, were Oxford Street and Victoria Street in Pontycymmer, and Bettws Road and Heol Bradford at Bettws.

Inspector Herbert confirmed that a 4 day project had been held in October half term, where engagement was made with parents, children and Clubs to discuss what category the above problems could be classed as, which were Short term actions (which could be resolved fairly quickly), Medium term plan (actions that would take up to 3 months) and Long term goals (eg cases of drug/substance misuse etc) that were more difficult to resolve and required multi-agency support. 250 residents had engaged in the Study he added.

Arising from the feedback from this, residents were asked what improvements could be made at the above locations, and it was revealed that a number of residents had complained over traffic problems and lack of car parking, particularly in the Pontycymmer area. Organisations such as V2c and the Fire Officer had been consulted amongst others, on a number of issues that had come out of the project. A drive had also been made to educate children in these places to be more aspirational, and resist the temptation of problems that could affect their health, such as the consumption of alcohol and drugs.

Inspector Herbert also advised in his presentation of a 1 day event held in Coleg Y Cymunedol Yr Dderwen school as a form of an open day, where representatives from multi-agency groups came together and engaged with a total of 400+ pupils. Topics discussed at this event were Social Wellbeing, Sexual Health matters, and other matters of interest, particularly for younger aged people.

The presentation then referred to other data that had been collated, that included inviting pupils to complete a questionnaire on Substance Misuse and asking individuals perception with regard to crime data and analysis.

He advised that a project known as Operation Perception had been planned to look at the wider areas of these communities with a view to expanding the data collection exercise.

Inspector Herbert advised that Operation Perception would be undertaken in the next few months, and from this there would be a:-

- (1) Census Study (2017)
- (2) Medium Term Plan derived
- (3) A Communication Strategy
- (4) Long Term Plan (with added support from the 3<sup>rd</sup> and voluntary sector ie PACT, etc)
- (5) An Evaluation – where the type of work carried out in Pontycymmer and Bettws would be expanded to include other areas

The Chairperson asked if any positive outcomes had resulted from the Garw Valley Voice Project.

Inspector Herbert replied that engaging with the above communities had made residents more positive about the future, and they had been encouraged to take matters up more with different agencies such as V2c regarding empty housing, or with PCSO's over more general concerns they had. He added that Operation Perception he felt would result in increased feedback from residents.

A Member asked if there were many Officers from SW Police patrolling streets in the valley areas, as they did in the towns of the County Borough.

Inspector Herbert advised that there were not that many Officers that walked the streets in the valley areas such as they did in the likes of Bridgend, Porthcawl and Maesteg, as these were busier town areas where Police needed to have a strong presence, particularly to deal with problems associated with the night time economy. Therefore pockets of crime were often hard to identify in upper valley locations, though these usually related to fairly isolated instances and frequently could be categorised as alcohol, drug or substance misuse issues.

The Chairperson advised that large organisations such as Rotary, she was sure, would be prepared to visit schools in order to speak to young people on a number of different issues, such as for example, ways to build confidence at a young age.

### **Conclusions:**

#### **LEAD Project:**

- The Panel commended the work of the project and stated that it was pleasing to know that some of the students were from deprived areas and that the scheme was providing encouragement to pupils with no or little self-belief.

#### **Garw Valley Voice (GVV):**

- The Panel commended the thorough work undertaken under the project GVV.
- Members of the Panel queried whether partner agencies of each



	<p>Board knew what projects the other Boards were undertaking, as there were similarities with the outcomes of GVV and LEAD project in providing assertion in school children and this could be something the Police and Bridgend College could work on together in the future.</p> <ul style="list-style-type: none"> <li>• In relation to discussions regarding interviewing skills for students, the Panel sign-posted Inspector Herbert to the voluntary organisation Rotary, who will go into schools to undertake confidence building exercises as mentioned above.</li> </ul>
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Item ID	5598
Item Title	Public Service Board Update and Introduction of the Assessment of Well Being in Bridgend County
Summary	<p>The Chairperson invited the Chief Executive to the meeting for the above item.</p> <p>He commenced by advising that the Bridgend Public Services Board (PSB) Assessment of Local Well-being draft document was out to consultation, adding that he was Chairperson of the Local Service Board (LSB) which the PSB had now since superseded.</p> <p>The Chief Executive confirmed that the LSB was too prescriptive and legislatively connected to allow partnership working to operate effectively.</p> <p>The PSB's remit was more relaxed than the LSB including more relaxed statutory partnership working involving all its members, and the ethos of the PSB was about being proactive whilst concentrating on aims and objectives that were more realistic than highly aspirational.</p> <p>The PSB comprised of representatives from a number of different key organisations, such as the Health Board, V2c, South Wales Police and the Fire Authority amongst others. Natural Resources Wales were a new partner, and already some key work had been discharged to them he added.</p> <p>Under a Welsh Government directive, certain organisations that made up PSB were taking the lead on thematic issues, and sharing specialist knowledge that each organisation was involved in producing. This included children and young people, the City Deal and other economy related topics. One of the priorities of the PSB was to look at ways to boost economy and create jobs for the unemployed.</p> <p>The Chief Executive confirmed that the Wellbeing of Future Generation (Wales) Act had been introduced, to ensure that public service providers were doing all that they can, to improve the social, economic, environmental and cultural wellbeing of people and communities.</p> <p>This meant that public services providers had to:</p> <ul style="list-style-type: none"> <li>• Think about the long term</li> <li>• Look to prevent problems</li> </ul>

- Work towards the Act's seven wellbeing goals in all that they do
- Work more effectively with each other, and
- Work better with people and communities by involving them

Work would also be required added the Chief Executive to improve economic, environmental, social and cultural well-being in each of the areas that made-up the PSB.

The Chief Executive confirmed that the Bridgend PSB was made up of the ABMU, BCBC, Natural Resources Wales and South Wales Fire and Rescue. It did have the support however of the following Invited Participants:-

1. Awen
2. BAVO
3. Bridgend Business Forum
4. Bridgend College
5. Community Rehabilitation Company
6. National Probation Service
7. Public Health Wales
8. SW Police
9. SW Police and Crime
10. Commissioner's Office
11. V2c, and
12. Welsh Government

The Chief Executive confirmed that a considerable amount of data had emerged from a Needs Assessment that had been carried out and this would be the subject of consultation with local communities.

A Member asked what form of consultation had taken place.

The Chief Executive advised that this had been led by the Communications Department, and had involved the social media, posters in publically visited places, eg Sports Centres and Libraries. Feedback from the consultation would be used to assist in endeavouring to provide what people who engage in the process actually want. He added that it would be necessary as the PSB evolves however, to seek further funding initiatives to continue support its work.

He further added that some of the work undertaken by the PSB would include involvement from key supportive bodies, such as the Community Safety Partnership.

The Chief Executive also advised that work of the PSB would be shared with Overview and Scrutiny, including outcomes from the Action Plan that sat under the Assessment of Wellbeing in the Bridgend County Borough. The PSB needed to be the subject of scrutiny he added, in order to ensure that the Board was working effectively and fulfilling its role.

A Member asked if there was any risk of any duplication/overlapping of work due to there being two Capital City Deals in Swansea and Cardiff.

The Chief Executive advised that this would not occur, particularly as he was the lead Chief Executive on the Cardiff City Deal and he often linked in with the Chief Executive of Swansea City Council on plans going forward for both of these projects.

A Member noted that people living in Porthcawl could live up to 20 years longer than for example, a person who lived in a deprived area such as a valley community.

The Chief Executive advised that this was because lifestyles and habits of people who live in the more deprived areas of the County Borough were not so aspirational and healthy as those who lived in more rural or town areas. Smoking and alcohol consumption was higher generally in valley rather than town locations. It was not he felt as a result of reasons associated with the environment, as valley areas had natural environment where residents could walk or go jogging, as well as keep-fit facilities the same as in BCB towns.

In response to a further question, the Chief Executive advised that metro links would be more frequent than they now are, and also links would be more direct ie from village to town, as opposed to going via longer routes through housing estates etc.

A Member made a comment that though there was 750 public footpaths throughout the County Borough, not all of these were accessible. She felt that this should be looked into.

As this concluded the debate on this item, Members thanked the Chief Executive for attending and responding to questions of the Panel.

The Panel then made the following comments in relation to the Assessment of Well Being:

- Members felt that the document was unduly negative in some areas, namely in relation to community cohesion and recycling.
- The Panel resolved that the Assessment used terminology that was difficult to understand and provided the example 'There is one Nitrate Vulnerable Zone designated to prevent pollution of nitrates to the groundwater' and 'chronic health harms'.
- The Panel queried the statement 'In 2016, Bridgend West saw the greatest proportion of GP recorded diagnoses of cancer in Bridgend' which was aligned to the reasoning that Bridgend West has a higher rate of older people resident within it. Members questioned whether this was the only reason.
- Members noted the lack of reference in the assessment to mental health and safeguarding and vulnerability of adults and children.
- Members resolved that it would have been beneficial to have

	<p>received a copy of the consultation questions to be able to provide a view on them prior to consultation.</p> <ul style="list-style-type: none"> <li>Members of the Panel requested to receive a hyperlink to the Wellbeing Assessment at the start of the consultation period to enable the Panel to partake in the consultation and extend the invitation to local businesses, community groups and organisations in the area.</li> </ul>
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Item ID	5523
Item Title	Forward Work Programme
Summary	<p>The Scrutiny Officer presented a report, the purpose of which was to provide the Panel with an opportunity to develop their Forward Work Programme.</p> <p>Arising from discussions on this item, Members made the following conclusions.</p> <p><b><u>Conclusions:</u></b></p> <ul style="list-style-type: none"> <li>Following the completion of the Assessment of Well Being Consultation, the Panel asked to receive the Local Wellbeing Plan in its draft form at a future meeting.</li> <li>The Panel also determined to receive an update on the Garw Valley Voice and Llynfi 20 to gather the results of the evaluation being undertaken of both projects. In addition, the Panel requested to obtain an update on any new work streams commissioned by the PSB.</li> <li>The Panel asked to receive the Minutes and/or Forward Work Programme of the PSB for information, to assist it in understanding how exactly the PSB were undertaking their role.</li> </ul>

Item ID	5524
Item Title	Urgent Items
Summary	None.

The meeting closed at 4.15pm.

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE PUBLIC SERVICE BOARD OVERVIEW AND SCRUTINY PANEL

27 OCTOBER 2017

### REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

#### BRIDGEND PUBLIC SERVICE BOARD (PSB)

#### 1. Purpose of Report

1.1 The purpose of the report is to:

- a) Provide background information to the Public Service Board (PSB) and the Overview and Scrutiny Panel;
- b) Present the Bridgend PSB Draft Well-being Plan 2018-2023 for comment and recommendations as part of the consultation process.

#### 2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES

2.1 The active participation of representatives on the Public Service Board Overview and Scrutiny Panel contributes to all the following Corporate Priorities.

1. **Supporting a successful economy** – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.
2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
3. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

#### 3. Background

3.1 In 2009, Overview and Scrutiny in Bridgend established its own Local Service Board Overview and Scrutiny Panel, based on a model developed by Cardiff. The Panel originally consisted of five non-executive representatives from LSB partner organisations and five elected Members from the Council's Community Safety and Governance Overview and Scrutiny Committee. The key purpose of this Panel was to act as a 'Critical friend' to the Bridgend Local Service Board (LSB) and contribute to the achievement of accountable, Citizen-centred services. LSBs were a Welsh Assembly Government initiative to encourage public sector partners to work collaboratively and represented a new approach to the delivery of public services.

3.2 It was agreed that the option created at the time would:

- Create a stand-alone model, allowing greater flexibility pending further guidance from the Welsh Assembly Government;
- Give greater emphasis on accountability to the LSB itself rather than splitting this accountability across both the Council and the LSB;
- Receive support and be serviced by BCBC's Scrutiny Unit;

- Incorporate one representative from each partnership agency, in addition to five Elected Members from the Local Authority's Strategic Partnerships & Governance Overview & Scrutiny Committee.
- 3.3 Furthermore it was agreed that the Panel would decide its own forward work programme within its agreed terms of reference, reporting back to and making recommendations to the LSB.
- 3.4 Building on the strengths of partnership working, the development of an Overview & Scrutiny function for the Bridgend LSB sought to be holistic and progressive, avoiding duplication of individual forms of partner accountability. The role of Bridgend LSB was not to scrutinise any individual service which is a partner member of the Bridgend LSB, but to ensure an effective whole-system response to the needs of citizens.
- 3.5 Examples of Partner Organisations included the Health Board, V2C, South Wales Police and the Fire Authority, Natural Resources Wales amongst others. Each partner organisation of the Panel brings a different contribution and perspective to the table, including their particular form of accountability and unique professional and service expertise. The aim is to create strong synergy by combining these in a public services team model, building on strengths and tackling barriers where they exist.
- 3.6 The Panel met for the first time on 8 February 2010. The composition of the LSB itself has changed over the years as a result of various legislation as has the Overview and Scrutiny Panel in order to reflect this. This has included changes to the Panel membership, changes to its number of meetings and also minor changes to the Panel's Terms of Reference whilst maintaining in general the same principles.

#### Establishment of Public Service Boards

- 3.7 The Well-being of Future Generations (Wales) Act 2015 became law on 29th April 2015 and became a requirement for public bodies in Wales from 1st April 2016 and aimed at improving the social, economic, environmental and cultural well-being of Wales. It puts long-term sustainability at the forefront of how public services are designed and delivered, and places emphasis on public bodies to work in partnership with each other and the public to prevent and tackle problems.
- 3.8 It is a notable piece of legislation in placing emphasis on organisational behaviour in the context of partnership working as a key driver of longer-term change in localities. The Act establishes Public Services Boards (PSBs) for each local authority in Wales, consisting of representatives from local authorities, health boards, the Natural Resources Body for Wales and the Welsh Fire and Rescue Authority. Each PSB must undertake a local well-being assessment to inform a local well-being plan, detailing how their area will achieve the sustainable development principle in working towards the seven national well-being goals. Furthermore, PSBs must invite relevant voluntary organisations along with Welsh Ministers, the local Police and Crime Commissioner and the local Chief Constable to participate on the board.
- 3.9 To ensure PSBs are democratically accountable, the Act places a requirement on councils to designate an overview and scrutiny committee to scrutinise the work of the PSB. Under the provisions contained in the Act, overview and scrutiny committees have extensive powers to review the PSB's governance arrangements as well as any decisions made or actions taken by the PSB. In addition, overview and scrutiny committees are provided with considerable reporting powers as they are required to share copies of any reports or recommendations made in connection with the board's functions or governance arrangements with the Welsh Ministers, the Future Generations Commissioner for Wales and the Auditor General for Wales.

- 3.10 In response to this at its meeting on the 18 April 2016, the LSB Scrutiny Panel were advised that the Public Service Board had now been established for Bridgend and an Assessment of Local Wellbeing would be published by April 2017 followed by the Well Being Plan in April 2018. The Panel proposed that Local Service Board Overview and Scrutiny Committee change its name to the Public Service Board Overview and Scrutiny Panel in order to align themselves with the newly established PSB.
- 3.11 Further to this and as a result of a recent Scrutiny restructure at its meeting in June 2017, Bridgend Council agreed that the PSB Overview and Scrutiny Panel now sit under the Corporate Overview and Scrutiny Committee with the membership of the Panel determined on an annual basis incorporating 3 Members from the COSC and 1 member from each of the Subject Overview and Scrutiny Committees along with counterpart representatives from organisations that sit on the PSB.
- 3.12 The committee has the power to:
- Review or scrutinise the decision made or actions taken by the PSB
  - Review or scrutinise the PSB's governance arrangements
  - Make reports or recommendations to the PSB regarding its functions or governance arrangements
  - Consider matters relating to the PSB as the Welsh Ministers may refer to it and report to the Welsh Ministers accordingly
  - Carry out other functions in relation to the PSB that are imposed on it by the Act
- 3.13 In exercising its powers, overview and scrutiny committees can **require** members of the PSB (or a designated representative) to attend committee meetings to provide explanation in response to committee lines of inquiry.
- 3.14 Whilst committees can require any statutory member of the board to give evidence, the capacity in which they do so must relate to the exercise of joint functions conferred on them as a statutory member of the board. This does not preclude overview and scrutiny committees interviewing individual partners to assess their contribution to collaborative delivery. This power includes any person that has accepted an invitation to participate in the activity of the PSB. Furthermore, the Act stipulates that an overview and scrutiny committee **must** send a copy of any report or recommendation made in connection to its functions to the Welsh Ministers, the Future Generations Commissioner and the Auditor General for Wales.
- 3.15 Whilst further detail in relation to the Act and the role of Scrutiny is attached at Appendix A which is the Welsh Government's guidance for Local Authority Scrutiny Committees on the Scrutiny of Public Service Boards, essentially, the purpose of the Panel is to review and scrutinise the efficiency and effectiveness of the PSB and its decisions as well as the governance arrangements surrounding it. The Panel will hold up to two meetings a year and will make reports or recommendations to the Board regarding its functions with the aim of enhancing its impact.
- 3.16 The PSB Wellbeing plan will be published April 2018, to date there is no formal structure with regard to programme boards or subgroups. However, the PSB have established task and finish groups to carry out the response analysis to contribute to the draft plan and nominated officers to come together as a wellbeing planning group to make proposals for wellbeing objectives.
- 3.17 At its last meeting in February 2017, the PSB Overview and Scrutiny panel received a report providing an update on the work the Bridgend Public Service Board (PSB) to date and development of the Assessment of Well Being in Bridgend County. The Panel were asked to respond to the consultation on the Assessment of Wellbeing for Bridgend County.

- 3.18 As can be viewed in the minutes from that meeting, the Panel made the following comments in relation to the Assessment of Well Being:
- Members felt that the document was unduly negative in some areas, namely in relation to community cohesion and recycling.
  - The Panel resolved that the assessment used terminology that was difficult to understand and provided the example 'There is one Nitrate Vulnerable Zone designated to prevent pollution of nitrates to the groundwater' and 'chronic health harms'.
  - The Panel queried the statement 'In 2016, Bridgend West saw the greatest proportion of GP recorded diagnoses of cancer in Bridgend' which was aligned to the reasoning that Bridgend West has a higher rate of older people resident within it. Members questioned whether this was the only reason.
  - Members noted the lack of reference in the assessment to mental health and safeguarding and vulnerability of adults and children.
  - Members resolved that it would have been beneficial to have received a copy of the consultation questions to be able to provide a view on them prior to consultation.
  - Members of the Panel requested to receive a hyperlink to the Wellbeing Assessment at the start of the consultation period to enable the Panel to partake in the consultation and extend the invitation to local businesses, community groups and organisations in the area.
- 3.19 The Panel also requested that following the completion of the Assessment of Well-Being Consultation, they receive the Local Wellbeing Plan in its draft form at a future meeting.

#### **4. Current Situation**

- 4.1 Attached at Appendix B is the Bridgend Public Service Board Draft Well-being Plan 2018-2023 which is presented to the Panel for comments and recommendations as part of the consultation process.
- 4.2 The planning groups' initial proposals for wellbeing objectives were considered by the community safety partnership, the children and young people task and finish group, the skills and employment task and finish group, staff from Reach and Awen. They discussed in more detail where the real benefit from working together would come from and started to identify steps that could be taken.
- 4.3 The steps and priorities to deliver the wellbeing objectives were based on actions identified by the PSB discussions on role and purpose and after a number of thematic workshops held to further develop thinking on how the PSB can best add value. These have been further refined by applying response analysis and by considering the outcomes of the wellbeing assessment focused on changing the way partner organisations work to achieve improvement to wellbeing.
- 4.4 The draft plan outlines the things that Bridgend PSB will work together on, over the next five years, our wellbeing objectives and steps, and how we want Bridgend to look in 10 years' time. The PSB has approved the draft wellbeing objectives and identified which priorities and steps to include in the wellbeing plan for consultation.

#### Terms of Reference

- 4.5 The Terms of Reference below have been drafted based on those of the previous LSB/PSB. Due to the recent changes following the Local Government elections and work undertaken by the Scrutiny section to seek out new nominations from partner organisations involved with the PSB, it is an opportune time for the new Panel to revisit their Terms of Reference and amend or adopt as deemed necessary. The Panel can also determine to reconsider these following the PSB establishing its formal structure and arrangements.



- To provide a 'critical friend' challenge to the Public Service Board and its Programme Boards;
- To reflect the voice and concerns of the public and communities of Bridgend and support the PSB in its goal to improve the quality of life for people living and working in the County Borough;
- To scrutinise, evaluate and actively promote improvement in the work of the Public Service Board in developing and implementing projects to address the priorities set by the Board;
- To review the efficiency and effectiveness of the PSB in line with the Bridgend PSB Well-being Plan;
- To develop and deliver a forward work programme which seeks to contribute to the performance management and governance arrangements of the PSB and its projects;
- To submit reports to the PSB as appropriate and make recommendations on measures which may enhance the impact of the Board;
- To develop relationships with other scrutiny bodies and equivalent who have the responsibility of holding organisations to account and are active in Bridgend, in order to ensure that work programmes are co-ordinated, duplication of effort is avoided and opportunities for information-sharing are maximised.

## **5. Recommendations**

5.1 It is recommended that the Panel:

- i. Respond to the consultation of the Public Service Board Draft Well-being Plan,, providing comments and recommendations to the Board for consideration in the final plan;
- ii. Amend and agree as appropriate the PSB Overview and Scrutiny Panel Terms of Reference as detailed at paragraph 4.5.

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# Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards

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We have been delighted to have produced the Guidance to Local Authorities on Scrutiny of Public Service Boards on behalf of Welsh Government and would like to thank all those that have been involved in its production, particularly the Welsh Scrutiny Officers' Network for their input, analysis and refinement.

## Ministerial Foreword




I am pleased to introduce this Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards.

The key message of the Well-being of Future Generations Act 2015 is for public bodies to come together to deliver improvements in the well-being of people and communities in Wales. An important part of this is for public bodies to account for their contribution to achieving the well-being goals.

This guidance is intended to help local authority scrutiny committees both to provide this accountability and support the development and improvement of Public Services Boards through the sharing of learning and experiences.

This new collaborative way of working is challenging for us all but the rewards, in the form of taking collective responsibility for improving and enhancing the lives of the citizens in Wales are immense.

I would like to thank Rebecca David Knight for her diligent and thorough work on this guidance and I hope it provides a useful and instructive guide for the scrutiny community.

A handwritten signature in black ink that reads "Mark Drakeford". The signature is written in a cursive, slightly slanted style.

Professor Mark Drakeford

Cabinet Secretary for Finance and Local Government



Ariennir gan  
**Lywodraeth Cymru**  
Funded by  
**Welsh Government**

## Introduction

The Well-being of Future Generations (Wales) Act 2015 is aimed at improving the social, economic, environmental and cultural well-being of Wales. The Act became law on 29th April 2015 and became a requirement for public bodies in Wales from 1st April 2016. It puts long-term sustainability at the forefront of how public services are designed and delivered, and places emphasis on public bodies to work in partnership with each other and the public to prevent and tackle problems.

The Act defines public bodies doing something “in accordance with the sustainable development principle” as the body needing to act 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”. It is a notable piece of legislation in placing emphasis on organisational behaviour in the context of partnership working as a key driver of longer-term change in localities.

The Act sets seven national well-being goals which are to be achieved by public bodies acting in accordance with the sustainable development principle. The goals represent the shared vision for the public bodies listed in the Act to work towards. Moreover, the Act makes it clear the listed public bodies must work to achieve **all** of the goals, not just one or two.

The Welsh Government has issued comprehensive statutory guidance on the Act “Shared Purpose: Shared Future” which describes in detail the well-being duties on public bodies. This guidance may be found [here](#).

In wishing to support models of local government scrutiny that facilitate effective collaborative working, the Welsh Government has commissioned Centre for Public Scrutiny (CfPS) to develop guidance detailing the contribution scrutiny may make to Public Services Board governance and delivery arrangements.

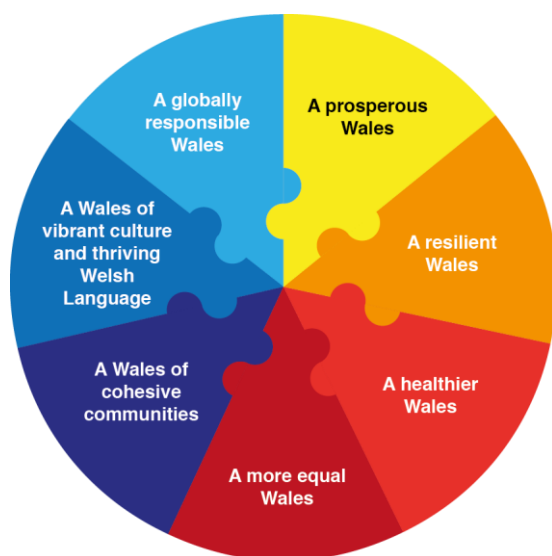
## Public Services Boards

The Act establishes Public Services Boards (PSBs) for each local authority in Wales, consisting of representatives from local authorities, health boards, the Natural Resources Body for Wales and the Welsh Fire and Rescue Authority. Each PSB must undertake a local well-being assessment to inform a local well-being plan, detailing how their area will achieve the sustainable development principle in working towards the seven national well-being goals. Furthermore, PSBs must invite relevant voluntary organisations along with Welsh Ministers, the local Police and Crime Commissioner and the local Chief Constable to participate on the board.

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To ensure PSBs are democratically accountable, the Act places a requirement on councils to designate an overview and scrutiny committee to scrutinise the work of the PSB. Under the provisions contained in the Act, overview and scrutiny committees have extensive powers to review the PSB's governance arrangements as well as any decisions made or actions taken by the PSB. In addition, overview and scrutiny committees are provided with considerable reporting powers as they are required to share copies of any reports or recommendations made in connection with the board's functions or governance arrangements with the Welsh Ministers, the Future Generations Commissioner for Wales and the Auditor General for Wales.

A pre-requisite to effective local government scrutiny is a deep understanding of the legal definition of the goals and the sustainable development principle (sometimes described as "the five ways of working"). The well-being goals are reproduced below.. A discussion of the sustainable development principle as it relates to the practical work of overview and scrutiny committees is provided later on in the document.



### **What is the purpose of the guidance? Who is it for?**

The guidance sets out practical advice for overview and scrutiny practitioners based on evaluations of previous local service board (LSB) accountability mechanisms, emerging practice of public services board overview and scrutiny arrangements, and research on partnership governance more generally.

It also aims to provide practitioners with an understanding of the purpose of strategic partnership scrutiny more generally by suggesting a series of outcomes it should work towards. It can be the case that elected members, council officers or partners may not understand the utility or validity of local authority led accountability which is why efforts have been made to identify what positive



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impact local government scrutiny in particular can result in. To be effective, it is important that everyone involved understands and welcomes the value of scrutiny.

It is important therefore, to highlight that each local authority should develop arrangements that best meet local circumstance. This is important given the Act's focus on utilising **place**-based resources in achieving **place**-based change.

This guidance is not statutory guidance. However, failure to consider principles informed by good practice is likely to result in scrutiny mechanisms which lack impact and inadequately supports the PSB as a strategic partnership. The risks associated with poor collaborative governance arrangements include weakened decision making, additional complexity, fragmented accountability, lack of transparency and poorer well-being outcomes.

### **Clarifying the strategic function of public services board scrutiny**

The statutory guidance "Shared Purpose: Shared Future 3 – Collective role (public services boards)" identifies that the Well-being Act relies predominantly on local government overview and scrutiny committees to secure **continuous improvement** in local integrated planning<sup>1</sup>. It specifies that local authority overview and scrutiny is the means by which the Act assures democratic accountability for partnership working in a locality<sup>2</sup>.

As such the purpose of PSB overview and scrutiny is to take an overview of the board's overall effectiveness through the provision of democratic challenge. However, to assist councils in the development of individual arrangements, it is important to provide some explanation regarding how local government overview and scrutiny can add value to collaborative working to better understand the factors underpinning effective practice.

### **What is the purpose of PSB overview and scrutiny? What is it meant to achieve?**

Research into different forms of partnership governance and area based change programmes identify that capitalising on the representational value of elected members' community leadership role can result in the following beneficial effects for partnerships:

- 1. Provision of a supportive space for reflection and self-analysis:** In exploring the extent to which PSB activity may be said to result in 'collaborative advantage' as it relates to the seven well-being goals and five ways of working, local government overview and scrutiny arrangements can provide a supportive space in which attention can be paid to partnership relationships. Impartial, evidence based scrutiny can encourage reflexivity and reflection on the impact of different behaviours upon the PSB's overall performance, encouraging feedback and open discussion at all levels.

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<sup>1</sup> "Shared Purpose: Shared Future 3 – Collective role (public services boards)" paragraph 173.

<sup>2</sup> "Shared Purpose: Shared Future 3 – Collective role (public services boards)" Paragraph 174.

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- 2. Enhanced democratic accountability and improved transparency:** Councils derive their 'Local Authority' from the democratic legitimacy of elected members. The closer accountability gets to citizens, the more credible and valid it becomes in seeking public account from those with power. Partnership scrutiny provides a grounded check and balance to collective decision making by testing assumptions, examining risks and challenging how resources are prioritized. Improving transparency in this way can help the PSB identify how to better align resources, services and institutions around the needs of people and places.
  - 3. A stronger focus on improving local citizen's lives:** In clarifying different contributions to delivery and seeking to improve services from the citizen's perspective, overview and scrutiny can help PSBs stay focused on joint outcomes. Local challenge can help determine whether PSBs are facilitating whole-system approaches to shared problems or whether partners experience constraints that are counterproductive to working as one Welsh public service. A deeper understanding of these issues can assist the development of more 'networked' forms of accountability at local and national level which better supports implementation of the Act.
  - 4. Place based transformation through deeper public engagement:** Elected members are able to channel a wide range of community intelligence into decision making processes. Through their role they are able to invite, authorise and legitimise stakeholder contributions as a horizontal rather than vertical form of accountability. This can help refocus the balance of power between services and the citizens they serve. Not only is this able to help the PSB ensure services are more responsive to local need and aspiration but, in enabling shifts in perspective to occur, so too can new assets and resources be identified.

Research tells us that accountability within partnership environments is complex and that failure to properly understand how different accountability agents work together may lead to situations which hamper effective collaboration<sup>3</sup>. Conversely, 'softer' forms of accountability such as local overview and scrutiny which are grounded in local context and which seek to use exploratory challenge to strengthen partnership working, can help PSBs embed a 'culture of responsibility' in its activities and ways of working.

#### **What are public services boards accountable to overview and scrutiny for?**

Public services boards (PSB) are accountable to overview and scrutiny committees in respect of how they work jointly to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals in accordance with the sustainable development principle.

In developing PSB overview and scrutiny arrangements however, it is important to acknowledge the overlaps that exist between the functions of board members as public bodies under the provisions contained in Part 2 of the Act, and the functions public bodies carry out jointly as members of the

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<sup>3</sup> Office for Public Management, [Total Place – Lessons Learnt](#), 2009, p 3.

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public services board contained in Part 4 of the Act. This is unsurprising given the requirement placed on public bodies and PSBs to act in accordance with the sustainable development principle which regards deeper collaboration and integration as central to the achievement of local well-being goals.

This is most clearly demonstrated within the Act in section 7(2) which provides that the well-being objectives of a public body that is also a member of a public services board may be included in that board's local well-being plan. In determining what overview and scrutiny committees can hold the PSB to account against, however, important questions are raised regarding who has ownership of 'joint' well-being objectives and who is ultimately responsible for delivery. Partners have multiple responsibilities but these shared responsibilities should not mean diminished accountability.

In considering the roles of the Auditor General in Wales and the Future Generations Commissioner for Wales as they relate to ensuring the statutory duties of public bodies are being met, it is crucial that local government overview and scrutiny form part of an 'accountability eco-system' that offers a mutually supportive approach to governance. These issues will be discussed in more detail when we consider the powers overview and scrutiny committees have in examining the performance of PSBs and the methodological implications of determining the 'added value' brought about by the PSB as a statutory partnership.

### **Functions and responsibilities of public services boards**

Chapter 2, section 36 of the Act sets out the functions of public services boards which are to;

- Assess the state of economic, social, environmental and cultural well-being in their area,
- Set local objectives designed to maximise the board's contribution to the achievement of the well-being goals,
- Publish local well-being plans setting out their local objectives and how members of the board (in exercising their collective function) intend to take all reasonable steps to meet local objectives.

Section 36 (3) specifies that public services boards are required to carry out its functions in accordance with the sustainable development principle sometimes referred to as the which is defined in section 5 of the Act and summarised in the following table:

### **The sustainable development principle**

1. The importance of balancing short term needs with the need to **safeguard the ability to meet long term needs**, especially where things done to meet short term needs may have detrimental long term effect;
2. The need to take an **integrated** approach, by considering how—
  - (i) the body’s well-being objectives may impact upon each of the well-being goals;
  - (ii) the body’s well-being objectives impact upon each other or upon **other public bodies’** objectives, in particular where steps taken by the body may contribute to meeting one objective but may be detrimental to meeting another;
3. The importance of **involving other persons** with an interest in achieving the well-being goals and of ensuring those persons reflect the diversity of the population;
4. How acting in **collaboration** with any other person (or how different parts of the body acting together) could assist the body to meet its well-being objectives, or assist **another body** to meet its objectives;
5. How deploying resources to prevent problems occurring or getting worse may contribute to meeting the body’s well-being objectives, or **another body’s** objectives.

From an accountability perspective, the Act is unique in emphasising that the process of partnership working via the sustainable development principle is **central** to the PSB’s progress in working towards well-being goals. The actions partners take as ‘public bodies’ under the requirements of the Act have a direct bearing on the PSB’s effectiveness as a corporate body. This may make it difficult at times for overview and scrutiny committees to determine the added value brought about by collaborative working.

As such, in discharging its accountability functions, committees should not lose sight of the need to explore the contribution of individual PSB members as it relates to the overall performance of the PSB itself. This approach will take into account levels of partnership commitment to working in accordance with the sustainable development principle and necessitate co-ordinating activities with evidence from the Future Generations Commissioner’s office.

### **Examining the powers of local government overview and scrutiny committees**

The Act provides the legislative basis by which local government overview and scrutiny committees can act as a powerful driver of place-based collaborative working. It places a requirement on local authorities to ensure a designated overview and scrutiny committee has power to;

- a) **review or scrutinise the decisions made or actions taken by the public services board;**
- b) **review or scrutinise the board's governance arrangements;**

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**c) make reports or recommendations to the board regarding its functions or governance arrangements;**

**d) consider matters relating to the board as the Welsh Ministers may refer to it and report to the Welsh Ministers accordingly; and**

**e) carry out other functions in relation to the board that are imposed on it by the Act.**

In exercising its powers, overview and scrutiny committees can **require** members of the PSB (or a designated representative) to attend committee meetings to provide explanation in response to committee lines of inquiry.

Whilst committees can require any statutory member of the board to give evidence, the capacity in which they do so must relate to the exercise of joint functions conferred on them as a statutory member of the board. This does not preclude overview and scrutiny committees interviewing individual partners to assess their contribution to collaborative delivery. This power includes any person that has accepted an invitation to participate in the activity of the PSB.

Furthermore, the Act stipulates that an overview and scrutiny committee **must** send a copy of any report or recommendation made in connection to its functions to the Welsh Ministers, the Future Generations Commissioner and the Auditor General for Wales.

### **Roles for overview and scrutiny committees**

There are three main roles overview and scrutiny committees may engage in providing democratic accountability to the PSB.

1. Reviewing the PSBs governance arrangements;
2. Acting as statutory consultees on the well-being assessment and well-being plan;
3. Monitoring progress on the PSBs implementation of the well-being plan and engagement in the PSB planning cycle;

Overview and scrutiny committees have a variety of methods at their disposal in carrying out these roles ranging from consideration of issues at full committee, to undertaking investigation via a sub-committee or task and finish group.

#### **(i) Reviewing the PSBs governance arrangements**

In providing committees with the power to review the board's governance arrangements, elected members have the means to examine the systems and processes by which the PSB functions, as well as the ability to review its activities and outputs. In this way, committees are empowered to develop a more rounded analysis of how the quality of partnership working affects the economic, social, environmental and cultural well-being of their area.

A review of the PSBs governance arrangements may include examination of the PSBs terms of reference (as described in statutory guidance), and may consider:

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### **Decision making and forward work planning**

- The board's terms of reference and how it plans and manages its forward work programme.
- How the board makes decisions as a strategic partnership.

### **Membership and Engagement**

- What change needs to happen within the PSB and wider partnership framework to embed the sustainable development principle?
- How the board involves people who are interested in the improvement of well-being in an area and how it is ensured that those persons reflect the diversity of the population of the area served by the board.
- The procedure for resolving disagreements between members relating to the board's functions.
- How the board manages its membership to include examination of statutory member representatives, invited participants and the extent to which designated representatives have the authority to make decisions on behalf of the organisation they represent.
- How the board seeks 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.

### **Performance management arrangements**

- How the board monitors and reports progress, to include consideration of performance indicators and standards for public service boards (where they have been set).
- The functions and performance of any sub-groups established by the board.
- How the board identifies and manages risk.
- How the board interrelates with the Auditor General in Wales, the Future Generations Commissioner and the Welsh Ministers with regard to discharging its statutory functions.
- How the PSB assesses and learns from its own performance.

### **Resources and relationship building**

- How the board resources the functions it must undertake which are a responsibility of all the statutory members equally. For example, the undertaking of the local well-being assessment and the development of the local well-being plan.
- The level of investment the PSB think necessary to make in strengthening relationships between different members to help the board function effectively as a team.

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- The level of resource the PSB thinks necessary to support effective governance practices including preparation of evidence for overview and scrutiny.

In addition to reviewing the PSB's governance arrangements, overview and scrutiny committees have wide-ranging powers to review or scrutinise the decisions made or actions taken by the public services board.

These investigative powers serve to enable overview and scrutiny fulfil two additional roles; firstly, as a statutory consultee regarding the draft well-being assessment and well-being plan, and secondly to monitor how effective the PSB performs collectively in implementing the well-being plan and reflecting on performance to better contribute to the PSB's planning cycle.

#### **(ii) Scrutiny as statutory consultee**

The Act identifies that the public services board must consult with overview and scrutiny committees (in addition to other named consultees) regarding the preparation of both its assessment of local well-being and its local well-being plan.

##### **- Well-being Assessment**

In being consulted upon the PSBs draft well-being assessment, overview and scrutiny committees may wish to explore the following as a means to help strengthen its process and content:

1. Whether locally determined outcomes have been developed. If so, what is their relationship to the well-being goals?
2. The extent to which the process of developing the assessment has been undertaken according to the sustainable development principle. For example, how have different organisations worked together using the five ways of working to develop a comprehensive assessment of economic, social, environmental and cultural well-being of the area?
3. The way in which information from the population assessment required under the 2014 Social Services and Well-being Act has been triangulated with the well-being assessment. Does the assessment provide some analysis as to how identified needs correspond to conditions of well-being and place?
4. Does the assessment include in its analysis the well-being of categories of persons such as people considered to be vulnerable, people possessing a protected characteristic, children (including looked after children, those in foster care and care leavers), carers and people who may have need for care and support?
5. How well have the enablers and barriers to well-being been identified over the short, medium and long term?
6. The extent to which the assessment has identified the area's strengths and assets and how these might be utilised to help prevent problems occurring or getting worse in future.

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7. How robust is the evidence base underpinning the assessment? Do different types of evidence contradict each other? What gaps in evidence have been identified as a result of the assessment and how these are intended to be addressed?
  8. Whether attempts have been made to identify what improvement would look like as it relates to economic, social, environmental and cultural well-being in the area. What would indicate that improvements were being made or not?
  9. Have attempts been made to provide some comparison of well-being within Wales and with other high performing areas across the UK?
  10. Does collaborative working encourage deeper integration across public bodies and organisations, and is this likely to result in better experiences for citizens when undergoing transition between service providers?

- **Well-being Plan**

In being consulted upon the PSBs draft well-being plan (or any changes made to an amended well-being plan), overview and scrutiny committees may wish to divide their consideration into two components:

- How local objectives have been set,
- the steps the board proposes to take to meet identified objectives.

### **Setting objectives**

In considering how the PSB has set collective objectives, an important role for overview and scrutiny is to determine the relationship between the **individual** well-being objectives that have been set by PSB Members as public bodies, and the well-being objectives that have been **collaboratively** identified by the PSB.

To assist them to strengthen the overall quality of the plan, overview and scrutiny committees will have access to the advice the Future Generations Commissioner will have provided to the PSB. This will provide information on how the PSB may take steps to meet their local objectives in a manner which is consistent with the sustainable development principle.

It is also important to highlight that the Act provides for the Welsh Ministers to refer a PSB's well-being plan to the relevant local authority scrutiny committee if it is not considered sufficient; for example, due to an adverse report by the Future Generations Commissioner for Wales or a Ministerial concern that statutory duties are not being met.

In evaluating the quality of the plan, overview and scrutiny committees may wish to explore the following issues with members of the PSB:



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1. How has the well-being assessment been used to identify well-being objectives?
  2. How responsive are the objectives to addressing the issues arising from analysis of the well-being assessment? What evidence is there to show this?
  3. What is the 'theory of change' behind the formulation of well-being objectives? Is the PSB able to describe and illustrate how and why a desired change is expected to happen **over time** within the local context.
  4. How do the objectives link to the well-being goals, and how do the objectives relate to one another?
  5. How is it possible to see the extent to which the objectives have been set in accordance with the sustainable development principle?
  6. Can it be said that the well-being plan reflects where the board has decided that collective action can be taken to have a positive impact on well-being in the area?
  7. How do the PSB's well-being objectives correspond to the individual well-being objectives of the partners constituting the PSB? To what extent have they been reproduced in the well-being plan?
  8. What evidence is there to show that the PSB have set objectives that maximise the 'collaborative advantage' that can be brought about by partnerships? How is the PSB able to show it is aiming to create new value through its well-being objectives?
  9. How far do the objectives reflect the PSB's level of ambition for improving the well-being of people and place?
  10. How far has advice from the Future Generations Commissioner and other Welsh Government Commissioners been taken into account when developing the plan?

### **Action planning**

Paragraph 97 of the statutory guidance identifies that the board must take all **reasonable** steps to meet the local objectives they have set, to deliver on collectively. However, the guidance specifies that it is for the board to:

"...form its own judgement of what steps it would be reasonable to take, on the basis of its own knowledge and consideration of the circumstances and characteristics of its area."

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As statutory consultees, overview and scrutiny committees can help strengthen the quality of the overall well-being plan by exploring how identified actions<sup>4</sup> relate to ownership, the sustainable development principles, time-frames and their likely impact on delivery. Committees may wish to consider the following questions:

1. How likely is it that the actions identified relate to the achievement of the well-being objectives?
2. How can it be evidenced that the actions identified represent the maximum agency and influence able to be committed by the PSB working collectively?
3. How well are the time frames in which actions are intended to take place specified? Does the plan provide for opportunities to review and reflect on whether actions are resulting in desired impact, or whether a change in approach is needed?
4. Who is responsible for delivering on the actions leading to the achievement of objectives?
5. How do the actions identified in the plan link to the actions of partners that are engaged in the work of the PSB?
6. How has advice and guidance provided by the Future Generations Commissioner been used to enhance the quality of the action plan?
7. How will the PSB be able to assess whether identified actions are resulting in measurable change in the short, medium and longer term?
8. To what extent will user experience be used to determine the impact actions are having upon different aspects of well-being in different parts of the area?
9. What flexibility does the PSB have in changing actions contributing to local well-being objectives if needed?

### **Assessing delivery of the Well-being Plan**

A PSB is required to prepare and publish a report detailing the progress made towards meeting local well-being objectives no later than 14 months after the publication of its first local well-being plan. This is intended to enable the board to report on the full year's activity. Subsequently, an annual report must be published no later than one year after the publication of each previous report. The PSB must send a copy of its annual report to overview and scrutiny.

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<sup>4</sup> The actions referred to in the questions may be interpreted as the 'steps' taken by the PSB to meet local objectives.

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An important role for overview and scrutiny is to monitor and assess how well the PSB has delivered as a collaborative partnership on the actions intended to achieve local well-being objectives. It may wish to explore the following issues with members of the PSB:

1. To what extent have intended actions been delivered within the timescales specified? How much progress has been made towards meeting the well-being objectives? How far have the PSB's expectations been met?
2. What lessons has the PSB learnt as a result of progress to date? How will these lessons be incorporated into the PSBs planning cycle and how the PSB operates as a partnership?
3. What have been the resource implications of delivering on the well-being plan?
4. How has delivering as a collective impacted on the delivery of individual well-being objectives in accordance with the sustainable development principles?
5. What unintended consequences have arisen from delivering against the well-being plan? What are the main factors that have impacted upon delivery?
6. What gaps in data have been identified as a result of delivery? How have these gaps been identified?
7. To what extent has service user experience been used to assess collaborative performance delivery? What other methods have been used to evaluate effectiveness and impact?

### **Exploring what makes for 'effective' PSB overview and scrutiny practice**

An important role for overview and scrutiny committees in providing democratic accountability is its ability to monitor and scrutinise the performance of the PSB both in terms of how it operates as a board, and how it delivers on its strategic requirements. However, research on partnership scrutiny identifies that whilst local government models can be effective in helping deepen integration, failure to develop good quality relationships with partners at the outset can be counterproductive to the delivery of shared outcomes.

In developing PSB accountability arrangements, it is worth highlighting that the language associated with scrutiny has the potential to be unhelpful in creating an environment in which challenge is welcomed as an opportunity for enhanced learning and self-reflection. For example, the term 'holding to account' may suggest an uneven and oppositional relationship between PSB partners and overview and scrutiny committees.

This can have the effect of creating unnecessary tension and misunderstanding about the aims and intent of elected members involved in reviewing the PSB's collective performance. As the style of scrutiny and methods adopted by committees have a direct effect on the quality of interaction between themselves and PSBs, care should be taken to develop partnership scrutiny in a way that

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shows commitment to the sustainable development principle. For scrutiny to be effective, it needs to lead by example.

Research into the practice of collaborative or joint scrutiny in England and Wales identifies that arrangements are effective when they demonstrate the following characteristics:

#### **Characteristics of effective partnership scrutiny**

- Scrutiny regards itself as a form of ‘critical friendship with positive intent’ in which scrutiny practitioners act as advocates for the success of joint working.
- Collaborative performance is evaluated from the citizen’s perspective.
- Strong efforts are made to understand the complexity of partnership arrangements and to facilitate learning about the culture and assumptions of different organizations.
- Scrutiny creates positive expectations by focussing on issues regarded as useful to the partnership or where there is consensus that ‘things need to change’.
- Scrutiny demonstrates intellectual independence and investigative rigour in all of its activities.
- Scrutiny demonstrates a positive impact by developing clear, timely, evidence-based recommendations aimed at enhancing collaborative performance.
- Scrutiny critically evaluates its own performance utilising partnership perspectives.

The above characteristics are complementary to the ‘Characteristics of Effective Scrutiny’ framework developed by the Welsh Scrutiny Officers’ Network and referenced within the William’s report on Public Service Governance and Delivery in Wales. In recognition of their utility, it is worth highlighting that the Williams report advocated the framework be developed further to ensure a ‘best practice approach to scrutiny, not least required’ was embedded in Welsh public service delivery<sup>5</sup>.

#### **Developing effective relationships with the PSB**

Given that the performance of democratic accountability rests on effective working relationships with the PSB, it is important that councils give thought to the nature of scrutiny’s interaction with partners when establishing scrutiny arrangements.

Working in partnership with the PSB, local government scrutiny functions may wish to co-produce a shared vision for PSB scrutiny arrangements which provides clear direction on the outcomes scrutiny are meant to achieve and the guiding principles that shape its work.

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<sup>5</sup> The Williams report can be found here: <http://wales.gov.uk/topics/improving-services/public-service-governance-and-delivery/report/?lang=en>. References to the ‘Characteristics of Effective Scrutiny’ may be found on page 133.

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The main levers by which relationships can be influenced include approaches to co-option and the methods by which scrutiny interacts and communicates with the PSB, namely how it handles partner invitations to scrutiny meetings, requests for information and reporting arrangements for scrutiny's reports and recommendations.

As a means to clarify responsibilities, expectations and behaviours, councils may wish to consider developing a guide or protocol for the benefits of the PSB membership. This might provide a useful opportunity for communicating to the PSB a positivist approach demonstrating how scrutiny contributes to local place-based leadership. Wrexham County Borough Council has used its previous Local Service Board scrutiny protocol as the basis of a new protocol for governing its relationships with the Public Services Board.

The protocol is notable for detailing PSB partner's 'commitment to co-operate' with the Council's scrutiny committees. For example, it provides that:

- PSB Partners are provided with information on how to access the Scrutiny process, for example they may request that an issue is presented for scrutiny and have access to relevant information on the Scrutiny Committee timetables and work programmes.

And,

- Explains how the committee's views/recommendations will be communicated following scrutiny and how the PSBs views will be fed back to scrutiny.

In support of the protocol's application, the Council's scrutiny facilitators adopt a pro-active approach to working with the PSBs support officer in co-ordinating the PSB and scrutiny's forward work programmes.

A copy of the protocol may be found at Appendix 1.

#### - **Overview and scrutiny structures**

Whilst it is a requirement of the Act that councils must designate an overview and scrutiny committee to scrutinise the work of the public services board, it is up to each local authority to determine its own arrangements. Emerging practice of PSB scrutiny arrangements identify distinct models which include:

1. Utilising an existing overview and scrutiny committee to comply with the requirements of the Act. Usually this committee also undertakes scrutiny of local Community Safety Partnerships under the provisions made in the 1998 Crime and Disorder Act. Examples include Caerphilly County Borough Council's [Partnerships Scrutiny Committee](#)
2. Establishing a dedicated committee specifically for scrutinising the work of the local PSB such as Monmouthshire County Council's [Public Services Board Select Committee](#)

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3. Establishing a dedicated scrutiny panel as a sub-committee of the council's designated public services board overview and scrutiny committee. For example, see Swansea City Council's [Public Services Board Performance Panel](#)
  4. Establishing a dedicated joint overview and scrutiny committee to undertake collaborative scrutiny of a merged public services board. For example, the [Cwm Taf Public Services Board Joint Overview and Scrutiny Committee](#) has recently been established by Merthyr Tydfil and Rhondda Cynon Taf County Borough Councils, representing the first formal joint overview and scrutiny committee in Wales. The joint committee comprises equal membership of councillors from each participating council and was established in accordance with requirements of the Well-being of Future Generations (Wales) Act, 2015 taking into consideration the requirements of Section 58 of the Local Government (Wales) Measure, 2011 and associated statutory guidance. Further details may be found [here](#).

Although the structures might look dissimilar, the activities intended to be undertaken are broadly the same. However, regarding the membership of PSB scrutiny arrangements, research from previous joint scrutiny models identifies that co-option can make a big difference to the positive contribution able to be made to partnership governance arrangements.

#### **Co-option and collaborative working**

*"The partnership approach to the scrutiny of the work of the LSB has brought great value to the outcomes. Partners bring differing perspectives that broaden the constructive challenge, and also lead to scrutiny being informed and truly probing.*

*I do believe that the LSB's partnership delivery of services around domestic abuse will improve as a result of our work."*

(Co-opted Member, Rhondda Cynon Taff's LSB Scrutiny Working Group, April 2011).

The evidence from overview and scrutiny committees in Wales is that the contribution of co-opted members on committees can significantly strengthen their effectiveness. In thinking about how scrutiny arrangements may seek to work in accordance with the sustainable development principles, co-option offers opportunities to enhance collaborative working.

Existing statutory provision under section 76 of the 2011 Local Government (Wales) Measure enables the co-option of persons that are not members of local authorities onto overview and scrutiny committees in accordance with section 21 of the Local Government Act 2000. **Statutory guidance accompanying the 2011 Measure provides additional advice and detailed case studies.**

Evidence from those councils utilising multi-agency approaches to Local Service Board scrutiny identified the following four benefits from adopting an integrated approach to partnership working. These have been summarised as follows:

### Findings from multi-agency scrutiny arrangements

- The inclusion of partner representatives into democratic scrutiny processes was found to break down organisational fragmentation when analysing joint delivery of cross-cutting themes.
- Greater democratic influence within partner organisations was considered as helping reduce the 'democratic deficit' within public organisations.
- Reports and recommendations from scrutiny were considered to be more palatable to local strategic partnerships due to integration of partners within the scrutiny process. This was considered important in reinforcing scrutiny's credibility and integrity and allaying partnership concerns regarding undue 'political interference'.
- Greater innovation and engagement: a strong culture of accountability was considered supportive of transformational change and improvement in promoting wider dialogue from which creative solutions may be found. It was found that embracing different points of view enabled shifts in perspective to occur as demonstrated by Rhondda Cynon Taff's use of 'experts by experience' when considering joint approaches to the reduction of domestic violence.

In wishing to work collaboratively with the PSB, Swansea City Council's Public Services Board's Performance Panel sought to invite (rather than co-opt) non-executive members of partner organisations comprising the PSB. This included the following:

<b>Public Services Board Statutory Members / Invited Participants</b>	<b>PSB Performance Panel Invitee</b>
Abertawe Bro Morgannwg University Health Board (Statutory Member)	Non-executive Board Member
Mid and West Wales Fire and Rescue Service (Statutory Member)	Member of the Performance, Audit and Scrutiny Committee , Mid and West Wales Fire Authority
Natural Resources Wales (Statutory Member)	Non-executive Board Member
The Chief Constable of South Wales Police (Invited Participant)	Member of the South Wales Police and Crime Panel
The South Wales Police and Crime Commissioner (Invited Participant)	
Probation Service Representative (Invited Participant)	Non-executive

Swansea Council of Voluntary Services (Invited Participant)	Non-executive management Committee Member
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The PSB Performance Panel also identified its ability to co-opt additional members on a temporary basis the length of which to be determined by the Panel. The Panel further stipulated that co-optees should not be acting in an executive capacity for any of the Public Services Board partner agencies and may only be invited to join the Panel with the unanimous agreement of Panel members.

The important point to highlight is the ability of local government overview and scrutiny arrangements to pro-actively engage partners more deeply in its work. In doing so elected members can send powerful messages to the PSB regarding its commitment to effective partnership working through their own structures and practice. This can lead to the creation of enhanced trust and mutual respect in creating accountability relationships that promote dialogue and learning as the key drivers underpinning performance improvement.

However, approaches to partner engagement in the work of scrutiny is **specific to each local authority** and that what “works” for one Council may not directly transfer to another. The crucial issue here is the degree of commitment scrutiny shows in ensuring partners can influence and inform its investigative work.

In evaluating the added value brought about by strategic partnership working, scrutiny can boost its credibility in leading by example.

### Reports and Recommendations

Section 35 (2) of the Act requires overview and scrutiny committees to send a copy of any report or recommendation with respect to the board’s functions or governance arrangements to the Welsh Ministers, the Future Generations Commissioner (FGC) for Wales and the Auditor General for Wales.

This requirement has been regarded by some as detracting from scrutiny’s ability to develop ‘softer’ styles of accountability where power relies on its ability to persuade, advise and influence. This can give rise to anxiety that widespread reporting of partnership performance by scrutiny, particularly given the long-term timescales associated with achieving improved well-being, can place unhelpful pressure on PSBs to skew activity towards what is immediately measurable rather than foster more innovative and creative behaviour.

An alternative point of view is that the provision compels local government overview and scrutiny to more proactively correspond with other accountability agents such as the Auditor General in Wales and the Future Generations Commissioner as part of a networked model of accountability. In sharing intelligence about different aspects of partnership performance, scrutiny can add to a wider body of knowledge aimed at better understanding and supporting drivers of collaborative performance. In addition, regarding the role of the Future Generations Commissioner in guiding and advising PSBs to work in accordance with the sustainable development principle, analysis and recommendations arising from local scrutiny may help better focus support and assistance.

Consequently, local government scrutiny arrangements may wish to give thought to how to match the most appropriate method of communication with the degree of intended formality best suited to local circumstance. For example, some councils may wish to utilise Chair’s letters rather than formal reports in providing the PSB with spontaneous feedback as opposed to ‘escalating’ formative



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observations to national level. Adoption of a more flexible approach has been reported as having the effect of partners perceiving scrutiny's formal reporting mechanisms as influential 'backstop powers' which in turn has encouraged greater co-operation and a more collegiate relationship with local government scrutiny.

In thinking about how scrutiny wishes to engage the PSB in developing lines of inquiry, requesting evidence, scoping future work items and establishing ways of working it might be the case that the use of Chair's letters or presentations at meetings of the PSB may be most appropriate methods of communication. Similarly, less prescriptive ways of exchanging information may be more suitable when communicating with the PSB informal feedback regarding scrutiny's initial analysis, findings and draft conclusions relating to collaborative performance.

Regarding utilising more formal powers of reporting, it is suggested that scrutiny take appropriate steps to ensuring reports and recommendations are evidence based and describe a suggested course of action to be taken to solve a shared problem. Moreover, to have impact and credibility, recommendations to the PSB should have a clear rationale and be written as statements indicating a directional change of action. In thinking about the validity of conclusions made about the PSB's performance by scrutiny, these should clearly link to scrutiny's original research focus and methods of inquiry in accordance with practice detailed in the 'Characteristics of effective scrutiny' framework.

In accordance with the Act, copies of reports and recommendations should be sent to the Future Generations Commissioner, the Auditor General in Wales and the Welsh Ministers. Given that the minister with lead responsibility for PSBs is currently the Cabinet Secretary for Finance and Local Government, copies of formal reports and recommendations should be sent to the Local Government Partnership team who may arrange that any additional ministers are briefed according to their areas of responsibility.

## References

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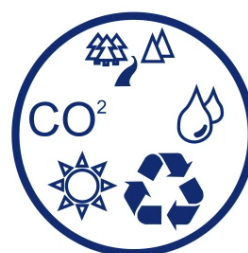
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# Bridgend Public Services Board Draft Well-being Plan 2018-2023



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## Introduction

Welcome to the draft Wellbeing Plan for Bridgend

Public, third and business sectors have come together in Bridgend to form a Public Services Board (PSB). Bridgend PSB is committed to working together to improve wellbeing in Bridgend County Borough now and in the future. This draft plan outlines the things that Bridgend PSB will work together on, over the next five years, our wellbeing objectives and steps, and how we want Bridgend to look in 10 years' time. More information about Bridgend Public Services Board can be found [here](#).

Working in partnership is not new and Bridgend public, third and business sectors have a long history of successful partnership working.

In 2015 Welsh Government made a new law called the Wellbeing of Future Generations (Wales) Act. Before they made the law they had lots of conversations across Wales with many thousands of people on the 'Wales we want'. These conversations identified a number of areas that concerned people and affected their wellbeing. These included climate change, the environment, jobs and skills, health and culture and these areas became seven wellbeing goals for Wales:

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
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This video clip explains it through [Megan's story](#)

The new law has the sustainable development principle at its heart. This means that we need to work in a way that improves well-being for people today without doing anything that could make things worse for future generations.

Bridgend PSB has used the sustainable development principle and the new five ways of working to develop our draft plan. The plan has a 10 year vision, which tell us how we want Bridgend to look in the **long term**. The plan helps us to work together to understand the underlying causes of problems that can help us **prevent** those getting worse or happening in the future. Bridgend PSB have worked together to make sure we know how our objectives **integrate** with each other and how they integrate with the objectives of each of the PSB members. The objectives in this plan can only be met if PSB members **collaborate** with each other and **involve** people and communities in the delivery of the plan.

### How Did We Develop the Draft Wellbeing Plan?

Before we developed this Plan, we undertook a wellbeing assessment through talking to communities and looking at a wide range of information and data. The assessment was published in May 2017 and is available on Bridgend County Borough Council's [website](#).

We then further analysed the data and information in the wellbeing assessment, engaged with communities and special interest groups and held thematic workshops with public services. We also took into account other research and up-to-date information, including Welsh Government's [Future Trends Report](#), [Public Health Wales Adverse Childhood Experiences Report](#), and the [Western Bay Population Needs Assessment](#).

We have looked at how services work together now and how they might work together, better in the future. We also asked a cross section of individuals and organisations in the public and third sectors who plan and deliver services to find out how we might change the way we work together to make sure we deliver good services today and improve services in the future.

Our wellbeing assessment identified a number of strengths and challenges that affect wellbeing in Bridgend. We have agreed to develop a focused plan that only includes actions that require a partnership approach, that can make a real difference, and that we are confident to deliver or make progress on over the period covered by the plan. So things that are being dealt with by individual public or third sector bodies or can be dealt with by only one to three partners working together are not included.

We have taken all this and used it to develop four **draft** wellbeing objectives and actions which Bridgend PSB will work together to deliver over the next five years. Realising these objectives will contribute to the seven national well-being goals as well as our long-term vision for Bridgend. Our four well-being objectives are:

- Objective 1 Best Start in Life
- Objective 2 Support Communities in Bridgend to be safe and cohesive
- Objective 3 Reduce Social and Economic Inequalities
- Objective 4 Healthy Choices in a Healthy Environment

Our draft plan identifies our priority areas for action over the next five years. Once we complete the consultation and know these are the priorities we should be focussing on, we will develop delivery plans and ways to measure success.

## Draft Wellbeing Objective 1: Best start in life

### Why is this important?

From our wellbeing assessment we know that for many children, growing up in Bridgend is a positive experience. Our children continue to do well in school compared with other areas in Wales. The number of children and young people who are not in education employment or training is going down and the number of children who are obese is less than the national average.

We know that positive early years' experiences have a long lasting impact on individuals and families and shape the future for children as they grow up, how they do in school, their ability to get a job, how they bring up their own children, and their health.

When children have difficult or traumatic experiences such as living in a household where there is domestic violence, substance misuse or mental health issues, this can often (but not always) lead to poor outcomes for them as children and adults. These are known as Adverse Childhood Experiences (ACEs). For more information about ACE view this 5 minute [animation](#).

We know prevention makes the best sense, but if we cannot always prevent things happening we can act early to stop them getting worse. Research tells us that the early years, especially from pregnancy to age two, are an important time of development. This is known as the First 1000 days. We want all children and young people in Bridgend to enjoy positive early years' experience to give them the best start in life.

Although decreasing, Bridgend still has a high level of conceptions amongst young women under the age of 18. Being pregnant at an early age can have negative effects. For example, young mums often drop out of education which can lead to poorer employment choices and lower incomes in later life, and this can impact on the future of the child as well. We want to break this cycle. Research tells us that preventing ACE's can reduce the number of teenage conceptions by up to 40%.

### What we will do

**Our 10 year aim is that every child and family in Bridgend will benefit from integrated services that support their development in early years.**

***Our priority is to work together to make sure that children, young people and their families have a positive start in life and a positive future.***

Evidence tell us that investing in early years support for children can cost less than providing services needed to deal with problems later in life caused by ACEs. We believe that preventing ACEs and helping children and young people to be more resilient to events in their lives can have a positive impact.

### The steps we will take:

- We will work together to better understand how the different kinds of services that support children and parents in the first 1000 days of life operate and link together now, and to identify gaps and or duplication.
- We will use studies and pilots to investigate how we can support children and young people who have had an adverse childhood experience and prevent a cycle developing.
- We will investigate how services can work together to prevent unwanted pregnancies in young women under 18.
- We will use information from the mapping, studies and pilots to work with children, parents and parents to be to help us to improve the way we work together by developing joint information systems, communicate better with families and develop the workforce, including all front line staff across the public and third sectors.

We will contribute to the following well-being goals, as ticked, through delivering this objective:

✓ 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
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## Draft Wellbeing Objective 2: Support communities in Bridgend to be safe and cohesive.

### Why is this important?

In Bridgend, the strength of our social wellbeing comes from our communities. People in Bridgend have told us they feel that contact with neighbours, friends and family helps them live a full life and deal with life's challenges. They say they value the environment, culture and heritage of the area.

Attractive communities where people get on well with each other can reduce the prevalence of crime, violence, and anti-social behaviour; improve educational attainment, and support health and wellbeing. We know that in the future people will live in smaller households and that our communities will be more diverse.

Although crime and anti-social behaviour rates are low in the County Borough and decreasing, people still believe that there is a problem. Most residents surveyed said they do not feel informed about what the police and others are doing to tackle local issues.

We know that working together works. For example, since 2007-08, the number of young people offending for the first time has decreased and this is largely due to partner agencies working together with young people to providing early interventions.

Whilst not as prevalent in Bridgend as in some other areas, violence, substance misuse, and in particular domestic violence have a devastating impact on individuals, their families and undermine confidence in communities.

Our wellbeing assessment found that there has been an increase in reporting of sexual offences and domestic violence. Whilst this increased reporting may partly be due to increased trust in Police and other services it is still likely that many victims do not seek help. We see the link to adverse childhood experiences and want to prevent a cycle of such behaviour in future generations.

### What we will do

#### Our 10 year aim is for people living, working or visiting Bridgend to feel safe and be safe

We have defined two priority areas for this objective for the next five years.

#### **1. We work together to create safe, confident communities and tackle crime, disorder and all aspects of anti-social behaviour**

We have seen the benefit that working together can have in preventing crime and we will use this experience to continue to change the way we work together to address future challenges in our communities.

#### The steps we will take:

- We will collect and analyse information, data and intelligence to focus on crime in particular violence and substance misuse
- We will work with neighbouring local authorities to implement the Violence against Women, Domestic Abuse & Sexual Violence strategy.
- We will use our understanding of how for some people childhood experiences affects offending behaviour to extend the way we work together to prevent reoffending.

#### **2. We will work together to improve community cohesion so that people in communities get on well together and differences are respected and tolerated**

We want to understand and address the things that damage a person's sense of security and belonging to their community. Whilst we have mechanisms in place to deal with those tensions that place communities at significant risk, we want to ensure that all local people benefit from the supportive communities that our citizens are so proud of.

#### The steps we will take:

- We will work with members of our communities, in particular equality groups such a disabled people and the LGBT community to better understand what causes tensions.
- We will use this learning to ensure there are communication and other mechanisms in place to identify and address issues across communities and prevent escalation.

We will contribute to the following well-being goals, as ticked, through delivering this objective:

✓ 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
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## Draft Wellbeing Objective 3: Reduce social and economic inequalities

### Why is this important

Our assessment tells us that adults living in Bridgend have similar health habits and are generally as health conscious as those in the rest of Wales. However, life expectancy and healthy life expectancy in Bridgend County is below the Wales average and there are significant differences in life and healthy life expectancies between the most and least deprived areas. This inequality has increased over the last decade. In our survey local people said they thought physical activity contributed to their wellbeing, but evidence shows that not many of them are acting on this. In 2013-14, on average, Bridgend people only exercised on 2 days per week rather than the recommended 5 days.

Collectively public sector PSB member organisations account for around a third of working people in Bridgend. Improving the lifestyles of our workforces would not only benefit them but also encourage healthier lifestyles in their families and communities now and in the future.

While Bridgend has a higher percentage of people who are economically active and employed than the average for Wales, our citizen engagement work has revealed a divide in terms of economic well-being. For those with a relatively comfortable life, well-being is seen as having spare resources for a few luxuries, and for those living at the economic margins, well-being is about sufficiency to meet their basic needs. Financial security is a key pressure for those on low incomes, on low paid temporary contracts, or unemployed. People say they are concerned about the lack of employment opportunities locally for young people.

Between 2011 and 2015 the gap in qualifications held by Bridgend people and Wales as a whole increased. We also saw a reduction in the numbers of people in managerial and senior positions and an increase in the number of people in low skilled jobs. This is opposite to what is happening across Wales. There are skills shortages now in public services. As our working population ages, this situation is likely to worsen. We want to do more to grow our own skill pool through apprenticeships for young people and adults and by raising the skills levels of those in low wage jobs.

Getting more people into work, getting people into better paid jobs and increasing skills not only improve the ability of individuals to support themselves and their families but also narrow the gaps of inequalities and enhances the wellbeing and the prosperity of their communities.

### What we will do

**Our ten year aim is that the workforce in Bridgend will enjoy better health and be better equipped with the skills they need to prosper and meet the changing needs of the future labour market**

We have defined two priority areas for this objective for the next five years.

#### 1. We will maximise the health and wellbeing of the Bridgend workforce

We can see that there is potential to work together on improving the health and wellbeing of staff, and see wider benefits for their families and communities.

##### The steps we will take

- We will learn from each other about what we can do to support our staff and identify where we can do some things together.
- In particular we will investigate how we can act to improve workplace culture to promote better health for staff.
- We will learn from our investigation to develop coordinated health and wellbeing activities to improve the health of the public sector workforce and their families.

#### 2. We will work to improve the skills level of the workforce in Bridgend to reduce economic inequality

We see that by changing the way we work together we can increase the opportunities for apprenticeships across PSB partners and improve skill levels. We are already using apprenticeships as a way to train new recruits and upskill staff.

##### The steps we will take

- We will explore how we can work together to develop a common recruitment process for apprenticeships including developing joint apprenticeship recruitment events.
- We will use a coordinated approach to widen access to vacancies across PSB members and extend this to small and medium businesses.
- We will develop a joined up approach to junior or pre-apprenticeship programme that provides an introductory step by helping young people who need additional support to get skills for employment and have a route to progress to apprenticeship.
- We will coordinate our approach to access learning including working skills for adult programmes to tackle in work poverty and low skills levels.
- We will develop ICT/Digital skills package for public sector workers.

We will contribute to the following well-being goals, as ticked, through delivering this objective:

✓ 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
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## Draft Wellbeing Objective 4: Healthy choices in a healthy environment

### Why is this important?

Bridgend has attractive woodlands, beautiful landscapes, coastline and wildlife. People come from far and wide to experience them. Well managed green spaces gives us all a better quality of life and opportunities to enjoy the outdoors and access to nature where we live and work. Local people have also told us they value the green spaces in our towns and villages.

These places are vital for our survival and provide us with the basic things we need to live: clean air, clean water, and food. They create jobs for people like farmers, foresters, and tourist operators, creating wealth and prosperity. Bridgend has an interesting and diverse built environment, an engaging history and a strong cultural identity. All these elements are closely linked with Welsh culture and language.

Evidence tells us that well-being is heavily influenced by where people live, work and visit. We want our communities to be ones where citizens, visitors and businesses want to be and whose cultural, built and natural assets contribute to their health and wellbeing.

We know that in the future our communities will have a greater percentage of older people. Building age-friendly communities requires an integrated approach to thinking about the places where people live and how best to promote older people's wellbeing and engagement with their physical and social environments. We see that our rich cultural, built and natural assets have a part to play to helping people age well in Bridgend.

These assets are under pressure, from climate change and changes in the way we manage them. We need to make sure we are making the best of our resources and work together to ensure our built, cultural and natural environment remains resilient in future. If we don't do this it will not be there for us and for our children in the future.

### What we will do

**Our ten year aim is that people have improved mental and physical wellbeing through improving the way we use our local resources**

We have defined two priority areas for this objective for the next five years.

#### 1. *We will work together to maximise the benefit from cultural, built and natural assets*

By working together we have the knowledge, expertise, and passion to manage our cultural, natural and physical resources sustainably.

We need to make sure that as many people as possible know about the mental and physical benefits of spending time outdoors.

#### The steps we will take:

- We will identify opportunities to improve the green asset base by implementing the [Bridgend Nature Recovery Plan](#).
- We will improve the public estate and green spaces in urban areas by encouraging award of green flag status.
- We will develop our understanding of our rich and varied historic and cultural heritage by mapping sites and buildings.
- We will make sure that people know where they can go and what they can do to use these assets and encourage them to use footpaths and cycle paths to get there ([active travel](#)).
- We will explore how we can use these assets to provide opportunities for GPs and others to direct people to activities that will help improve their health and wellbeing (social prescribing).
- We will commit to implementing the [Aging Well in Bridgend Plan](#).

#### 2. *We will promote a more resource and energy efficient way of living and working*

We think that by changing the way we work, and looking for ways to work together we can contribute to the resilience of our area to climate change. A circular economy is about moving away from the 'take, make, use and throw away' approach and about reducing waste and protecting the environment. By rethinking the way we produce, work and buy we can generate new opportunities and create new jobs.

#### The steps we will take

- We will develop an understanding of what a circular economy in Bridgend would look like.
- We will explore how we can work together and with others to minimise waste and the use of resources and energy to provide a more sustainable approach for our communities.

We will contribute to the following well-being goals, as ticked, through delivering this objective:

✓ 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
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**Notes of Bridgend Public Services Board  
22 May 2017 at Civic Offices, Bridgend**

<b>Attendance</b>	<b>Organisation</b>
Alun Michael	PCC
Alyson Francis	WG
Andrew Davies	ABMU
Catrin Lewis	CRC Wales
Charles Janczewski	ABMU
Claire Evans	SWP
Cllr Hywel Williams	BCBC
Darren Mepham	BCBC
Gavin Bown	NRW
Heidi Bennett	BAVO
Judith Tomlinson	PHW
Katy Chamberlain	Bridgend Business Forum
Richard Hughes	Awen
Simon Pirote	Bridgend College
Vaughan Jenkins	SWFRS
<b>Also in attendance</b>	
Joanne McCarthy	PHW
Kay Harries	BAVO
Lynne Berry	BCBC
Zoe Wallace	ABMU
Judith Jones	Partnership support team
Gaynor Griffiths	Partnership support team
<b>Apologies</b>	
David Bebb	CRC
Eirian Evans	NPS
Huw Jakeway	SWFRS
Joanne Abbott-Davies	ABMU
Mark Brace	PCC
Martin Morgans	BCBC
Martyn Evans	NRW
Peter Vaughan	SWP
Sian Harrop Griffiths	ABMU
Stuart Parfitt (StP)	SWP

<b>Agenda item</b>	<b>Comments</b>	<b>Action</b>
<b>1</b>	<b>Welcome and Introductions</b>	
1.1	DM welcomed all to the meeting and asked for introductions. Apologies were recorded as above.	
<b>2</b>	<b>Minutes of the meeting held on 27 March and Matters Arising</b>	
2.1	Accuracy: <b>2.1</b> WG document Taking Wales Forward Matters arising: AF noted that the First 1000 days event was successful with lots of energy to take forward, report will be available at next meeting. <b>3.4</b> AM queried JR's explanation regarding the concern raised, DM provided context regarding the recorded minutes. <b>7.4</b> AD stated that Health's Best Start in Life campaign launches 23.05.17	

<b>3</b>	<b>Review of Terms of Reference</b>	
3.1	JJ indicated that under statutory guidelines following the local elections a review of the terms of reference is now due.	
3.2	AM queried that the ToR should record the Chief Constable and PCC as statutory members by invitation. DM noted that Bridgend PSB agreed that all members are equal.	
3.3	<b>Action:</b> Statutory guidelines to be checked prior to making any alteration to ensure ToR are compliant.	<b>JJ</b>
<b>4</b>	<b>Appointment/re-appointment of Chair</b>	
4.1	AD nominated DM, all agreed that DM continue as Chair.	
<b>5</b>	<b>Communities First Transition</b>	
5.1	LB provided a comprehensive overview regarding Communities First's current position and transition. (Paper previously circulated).	
5.2	Discussion followed regarding anti-poverty projects and the need to work together to identify gaps and not compete for the same beneficiaries. LB noted that internally lots of work is currently taking place to align programmes, services will not disappear but align with other projects.	
5.3	Following discussion regarding the offer of partners support it was agreed that PSB will consider a further report in the Autumn once the review of options for legacy funded projects has been undertaken. <b>Action:</b> Report to be presented to PSB following the review.	<b>LB</b>
<b>6</b>	<b>Review of Llynfi 20</b>	
6.1	DM recapped that PSB had requested an update on the achievements of Llynfi 20 with the view to replicate in other areas if successful or consider what to do if not.	
6.2	JM presented her findings, provided background, compared the updated health equity audit with the previous one carried out at the start of the programme and concluded with recommendations.	
6.3	Discussion followed regarding the 5 work streams: <ul style="list-style-type: none"> <li>• a lot of effort into the area</li> <li>• the community have been empowered to take forward the work</li> <li>• difficulties in measuring what has been successful</li> <li>• awaiting data from the next Census</li> <li>• are work streams purely health concerns</li> <li>• what are the underlying causes</li> <li>• what can PSB do?</li> </ul>	
6.4	Discussion continued regarding the need for broad priorities for all PSB member organisations to express their ideas. It was suggested a small group of members meet to look at the Llynfi 20 project in more detail.	
6.5	<b>Action:</b> Four members volunteered to look at the Llynfi 20 project and come back to the PSB with some hard recommendations on how to take forward.	<b>DM, AF, HB &amp; CE</b>
<b>7</b>	<b>Draft Wellbeing Objectives</b>	
7.1	JJ presented the draft wellbeing objectives noting that they need to be agreed by the end of June.	
7.2	The suggested objectives were developed following the workshop approach by the Planning Group, made up of colleagues nominated by members.	
7.3	A similar workshop considering a refresh of the Community Safety Partnership identified objectives included in the draft.	
7.4	Following discussion all agreed they needed time to consider the individual objectives.	

	Why should PSB agree the identified objectives How the objective can make a difference If PSB disagree with an objective provide reasons why not	
7.6	<b>Action:</b> present these questions to the planning group on 5.06.17 then present to PSB members for decision.	<b>JJ ALL</b>
<b>8</b>	<b>WG Support Grant</b>	
8.1	JJ reported that the grant has been approved and the post will be advertised shortly across Swansea, Neath Port Talbot and Bridgend.	
<b>9</b>	<b>AOB</b>	
9.1	AM welcomed Bridgend's decision for CSP to be part of the PSB, this is in line with Carl Sergeant's approach. AM felt that the Auditor General's National Plan is too broad and needs to be local to make a difference. AM noted the success of Western Bay Youth Offending Board with the number of under 18 year olds re-offending decreasing and the small group that do offend for a second time are being looked at through an ACEs lens. AM added that the Police Innovation Fund has enabled the Youth Justice Board to establish an enhanced case management pilot looking at 18 – 25 year olds. <b>Action:</b> AM to send Keith Towler's report for circulation	<b>AM</b>
<b>10</b>	<b>Thanks and close</b>	
10.1	Date of next meeting, 24 July 2017	

Agenda	Action Log	By Who
3.3	Statutory guidelines to be checked regarding members status	JJ
5.3	Prepare report following the review of options for legacy funded projects, to be presented to PSB on 25.09.17	LB
6.5	Small group of members to meet to look at the Llynfi 20 project and come back to the PSB with some hard recommendations	DM, AF, HB, CE
7.6	Present questions to the planning group on 5.06.17 then present to PSB members for decision.	JJ ALL
9.1	AM to send Keith Towler's report for circulation.	AM

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## Notes of Bridgend Public Services Board

**24 July 2017 at Civic Offices, Bridgend**

<b>Attendance</b>	<b>Organisation</b>
Alun Michael	Police & Crime Commissioner
Amanda Lewis	Prison & Probation Service
Andrew Davies	ABMU
Andrew Gibbs	Bridgend College
Helen Matthews	DWP
Huw Jakeway (Acting Chair)	SWFRS
Judith Tomlinson	PHW
Mark Brace	PCC
Martyn Evans	NRW
Richard Baker	WG
Richard Hughes	Awen
Stuart Parfitt (StP)	SWP
Yuan Shen	BCBC
<b>Also in attendance</b>	
Judith Jones	Partnership support
Gaynor Griffiths	Partnership support
<b>Apologies</b>	
Alyson Francis	WG
Cllr Huw David	BCBC
Darren Mephram	BCBC
David Bebb	CRC
Eirian Evans	Prison & Probation Service
Heidi Bennett	BAVO
Katy Chamberlain	Bridgend Business Forum
Martin Morgans	BCBC
Peter Vaughan	Chief Constable
Sian Harrop Griffiths	ABMU
Simon Pirotte	Bridgend College
Stephen Cook	V2C
Vaughan Jenkins	SWFRS

<b>Agenda item</b>	<b>Comments</b>	<b>Action</b>
<b>1</b>	<b>Welcome and Introductions</b>	
1.1	HJ welcomed all to the meeting and asked for introductions. Apologies were recorded as above.	
<b>2</b>	<b>Minutes of the meeting held on 22 May and Matters Arising</b>	
2.1	Accuracy: 9.1 replace "AM noted the success ...looking at 18-25 year olds" with AM noted the success of the Bridgend and subsequently Western Bay Youth Offending Team with the number of first-time offenders who reoffend continuing to reduce year after year. However those who do reoffend do so more frequently and more seriously. In conjunction with the Youth Justice board a new initiative across South Wales was being introduced to look at anyone under 18 who offends a second time	

	through an ACEs lens as well as implementing the “Enhanced Case Management” approach for repeat offenders. Separately police funds were being used to take an early intervention approach with first-time offenders in the 18-25 age group across South Wales. A qualitative report by the former Children’s Commissioner for Wales, Keith Towler, showed that the initiative was showing considerable promise, with significant implications for all agencies and for the PSB, extending way beyond offending behaviour and Community Safety.	
2.2	Matters arising: 6.5 JT has also volunteered to look at the Llynfi 20 project 9.1 AM presented a hard copy of Keith Towler’s report. <b>Action:</b> electronic version to follow	<b>AM</b>
2.3	Minutes approved following the changes.	
<b>3</b>	<b>Review of Terms of Reference</b>	
<b>3.1</b>	AM noted that the membership list in Appendix 1 should be slightly amended: Police and Crime Commissioner (not office of) Chief Constable (not South Wales Police) AL added that NPS title has recently changed: Her Majesty Prison and Probation Service (not National Probation Service)	
3.2	Members suggested the following amendments: 3.1 add ‘To oversee Community Safety Partnership work in the Borough’ <b>7</b> replace ‘Main Tasks’ with ‘Statutory and Main Tasks’ 7.1 replace ‘prepare and publish’ with ‘maintain and review’ alter ‘they’ to ‘the Board’ add ‘To oversee the development of a baseline audit of crime, disorder and anti-social behaviour as the basis for a Community Safety Plan which will contribute to meeting the aims of the Local Well-Being Plan.’ 10.1 no longer needed.	
3.3	<b>Action:</b> Following alterations members to agree the terms of reference electronically.	<b>JJ/ALL</b>
3.4	With regard to membership the question was raised about ABMU and the implications of the proposed changes to the health service footprint.	
3.5	HJ highlighted the 3 main threads of the Local Government Reform statement issued on 18.07.17 by Mark Drakeford, AM, Cabinet Secretary for Finance and Local Government. <ul style="list-style-type: none"> <li>• Reform of town and community councils</li> <li>• Reforms to electoral arrangements</li> <li>• Reform of principal councils including mandatory regional working</li> </ul>	
3.6	Discussion followed regarding Bridgend’s position and collaborative work to date. AD confirmed that consultation and engagement will take place over the summer with a further statement expected in the Autumn. Then if supported the legislation process will take place for Bridgend to be part of Cwm Taf Health Board.	
3.7	<b>Action:</b> consultation to be circulated when released.	<b>AD/JJ</b>
<b>4</b>	<b>Draft Wellbeing Objectives</b>	
4.1	HJ invited members to consider the draft objectives previously circulated with the aim of achieving approval today to trigger the 14 week consultation and conversation with the Future Generations Commissioner.	



4.2	<p>JJ explained that the draft objectives and draft steps included in the report were developed following the workshop approach by the Planning Group based on the Wellbeing Assessment and the PSB thematic lead workshops.</p>	
	<p>JJ provided progress regarding the established task and finish groups noting the need for nominated leads to champion the work of the groups at PSB level.</p> <ul style="list-style-type: none"> <li>• C&amp;YP group (ACE/First 1000 days) AF to present paper at September PSB</li> <li>• Skills &amp; Apprenticeship group SP to present paper at September PSB</li> </ul>	
4.3	<p>Following discussion the initial thoughts were that the 3 draft objectives were powerful, strong and sufficiently broad enough to incorporate various issues within the emerging steps.</p>	
4.4	<p>All agreed the preamble for each of the objectives should be more positive. AD advised caution regarding always linking ACE to anti-social and criminal behaviour as ACEs cause poor health outcomes but do not always lead to offending.</p>	
4.5	<p>JJ presented AF's comments in her absence and discussion continued regarding the work around ACEs. All agreed the preamble for objective 1 should include</p> <ul style="list-style-type: none"> <li>• more emphasis of the health implications</li> <li>• need to focus on prevention and intervention</li> <li>• reference to the ACEs work through the pilot in Maesteg</li> </ul> <p><b>Action:</b> make amendments to the preamble for objective 1</p>	<b>JJ</b>
4.6	<p>The following suggested amendments to objective 2 were agreed</p> <ul style="list-style-type: none"> <li>• add 'confident' after 'safe' to objective 2</li> <li>• move 'offender management' from objective 1 to 2</li> <li>• under priority replace 'reduce offending' with 'create safe, confident communities – tackling crime, disorder and all aspects of anti-social behaviour'</li> </ul> <p><b>Action:</b> make amendments to objective 2</p>	<b>JJ</b>
4.7	<p>Further discussion followed regarding the best fit for issues under the draft objectives. Members felt that the headline aspiration of all 3 draft objectives was positive and to achieve this we have to address the negative. Gaps were discussed and all agreed there was no sense of place or making the most of or promoting Bridgend as an asset.</p>	
4.8	<p>The need to introduce a potential 4<sup>th</sup> objective was discussed as an option rather than strengthening the proposed 3 objectives. AM suggested that the 4<sup>th</sup> objective be 'People in Bridgend make healthy choices in a healthy environment', all agreed on the draft title.</p>	
4.9	<p>The following areas were suggested to be included in the additional draft objective:</p> <ul style="list-style-type: none"> <li>• place and environment</li> <li>• great place to work and live</li> <li>• Welsh language</li> </ul> <p><b>Action:</b> ME to develop preamble for the agreed draft 4<sup>th</sup> objective 'People in Bridgend make healthy choices in a healthy environment' and send to JJ for circulation.</p>	<b>ME</b>
4.10	<p>JJ asked members to approve that the 3 draft objectives be presented to the Future Generation Commissioner following this meeting with the indication that an additional 4<sup>th</sup> objective be presented asap. All agreed and HJ reiterated that this is the start of the conversation and the 14 week consultation with the commissioner will continue to develop the objectives and steps.</p> <p><b>Action:</b> Trigger the 14 week consultation and conversation with the Future Generations Commissioner.</p>	<b>JJ</b>

<b>5</b>	<b>WG Support Grant</b>	
5.1	YS updated progress highlighting the recruitment difficulties regarding the 1.5 vacancy for the WG funded Planning Coordinator post covering Bridgend Swansea and Neath Port Talbot. Currently the 3 PSB support teams have identified internally a part-time staff member.	
5.2	YS invited members to nominate a potential member of staff to undertake the fulltime post. Members agreed to approve the 3 part-time officers if there are no suggestions for the appointment. <b>Action:</b> suggestions for Planning Coordinator vacancy to YS asap.	<b>ALL</b>
<b>6</b>	<b>Any Other Business</b>	
6.1	HJ noted Bridgend is applying to be re-accredited as a White Ribbon Town and as part of the accreditation would like to increase the number of (male) White Ribbon UK Ambassadors.	
6.2	<b>Action:</b> Ambassador role description and application forms to be circulated.	<b>JJ</b>
<b>7</b>	<b>Date of next meeting – 25 September 2017</b>	
7.1	HJ thanked members for their contribution and meeting closed.	

<b>Agenda</b>	<b>Action Log</b>	<b>By Who</b>
2.2	electronic version of Keith Towler's report to be circulated	AM
3.3	following alterations members to agree the terms of reference electronically.	JJ/ALL
3.7	changes to Health Board footprint consultation to be circulated when released	AD/JJ
4.5	make amendments to the preamble for objective 1	JJ
4.6	make amendments to objective 2	JJ
4.9	develop preamble for the agreed draft 4 <sup>th</sup> objective	ME
4.10	trigger the 14 week consultation and conversation with the Future Generations Commissioner	JJ
5.2	suggestions for Planning Coordinator vacancy to YS asap	ALL
6.2	Ambassador role description and application forms to be circulated	JJ

## Notes of Bridgend Public Services Board

25 September 2017 at Civic Offices, Bridgend

Attendance	Organisation
Alyson Francis	WG
Andrew Davies	ABMU
Claire Evans	SWP
Daron Herbert	NRW
Darren Mepham (Chair)	BCBC
Eirian Evans	NPS Wales
Helen Matthews	DWP
Joanne Abbot-Davies	ABMU
Mark Brace	PCC
Sandra Husbands	PHW
Simon Pirotte	Bridgend College
Stephen Cook	V2C
Vaughan Jenkins	SWFRS
Yuan Shen	BCBC
<b>Also in attendance</b>	
Judith Jones	Partnership support
Helen Hammond	Partnership support
<b>Apologies</b>	
Cllr Huw David	BCBC
David Bebb	CRC
Heidi Bennett	BAVO
Huw Jakeway	SWFRS
Katy Chamberlain	Bridgend Business Forum
Martin Evans	NRW
Martin Morgans	BCBC
Richard Hughes	AWEN
Sian Harrop-Griffiths	ABMU

Agenda item	Comments	Action
<b>1</b>	<b>Welcome and Introductions</b>	
1.1	DM welcomed all to the meeting and asked for introductions. Apologies were recorded as above.	
<b>2</b>	<b>Minutes of the meeting held on 24 July and Matters Arising</b>	
2.1	The minutes of the previous meeting were read and agreed as a true record	
2.2	Matters arising: There were no matters arising that are not on the agenda	
<b>3</b>	<b>LV20 Review</b>	
3.1	DM referred members to the LV20 review paper previously circulated	
3.2	Following discussion it was agreed that PSB should acknowledge the value of the work previously carried out, but would not adopt LV20 as a strategic priority going forward	

3.3	Instead PSB will concentrate on issues that are of concern both in the Llynfi Valley and elsewhere across the county to allow for whole system interventions to be implemented	
<b>4</b>	<b>Children and Young People and First 1000 days</b>	
4.1	AF referred to the paper previously circulated and gave a short presentation on the work of the Children and Young People Task and Finish group established by PSB in March 2017	
4.3	The T&F group was established to consider the breadth of interventions in place or planned that aim to address the wellbeing of children and young people (CYP) avoiding ACE or equipping CYP with the resilience to cope with/recover from ACE	
4.4	At the same time Bridgend was approached to become part of the First 1000 days collaborative programme a whole system improvement programme to improve outcomes. A system mapping event was held in Bridgend.	
4.5	AF gave PSB an overview of the event. Ninety six participants attended the event. These were a mixture of midwives, health visitors, social workers, as well as housing officers, police etc.	
4.6	The T&F group refined the initial proposals for the Wellbeing Objectives developed by the PSB Planning Group to include ACE, F1000 days, teenage pregnancy etc.	
4.7	The CYP T&F group felt that a programme or project board would be need to oversee all activity which will contribute to the overarching objective around children and young people The group would be the single point of contact for queries around C&YP related activity within the county and would provide opportunities for join up and avoid duplication AF suggested PSB needed to think about how it will oversee the implementation of the objectives, we could test out this suggested approach She also mentioned the potential for the PSB to join the F1000 days Collaborative	
4.8	JAD informed the board that the other 2 PSBs were involved in scoping activities around F1000 days and having 3 C&YP boards doing similar things would be problematic. There is a danger of duplicating membership of existing groups AD also pointed out that any work needs to be future proofed in light of regionalisation	
4.9	Members who attend multiple PSBs agreed there was a danger of being overstretched	
4.10	DM summed up the discussion by asking that the group comes to November PSB with a plan which sets out outcomes, what action need to be taken, timescales and resources needed. Further consideration would be given to governance arrangements then	<b>AF</b>
<b>5</b>	<b>Proposal for Assessing the Relationship between health and wellbeing and work performance in Bridgend</b>	
5.1	JAD with support from SH and AD gave an overview of the paper previously circulated.	
5.2	The proposed study would investigate the direction and extent of the relationship between health and work performance in BCBC and POW hospital. Cost in the region of £50k	
5.3	Following discussion members felt the proposed study was too narrow in its scope and not quite what PSB had asked for. Member organisations would have diverse reasons for absence eg 'Blue light' services may face specific issues. Many members would have interventions in place and good practice that might be shared.	

	Action: Park the study for now. SHG to feedback to Swansea University Action: ABMU to convene a group to share good practice re interventions around sickness and absence. JAD to arrange	<b>SHG JAD</b>
<b>6</b>	<b>Apprenticeships and Skills</b>	
<b>6.1</b>	SP made reference to the paper previously circulated. He wished to express his thank to Matt Williams at Bridgend College for his support with the work.	
6.2	SP gave some background to the Skills and Apprenticeships T&F group. Early on the group recognised the skills gap as a real challenge to the working age population of Bridgend.	
6.3	The group worked on how the PSB member organisations could play a part in closing the skills gap through the training and upskilling of the public sector workforce in Bridgend County Borough	
6.4	SP asked PSB to consider the recommendations of the T&F group and that they be discussed in the workshop and considered for inclusion in the wellbeing plan	
<b>6.5</b>	A discussion followed around the 'joint PSB apprenticeship recruitment. While not all members could participate due to national agreements/processes. It was agreed to consider as part of the plan	
<b>7</b>	<b>Wellbeing Objectives/Plan Workshop</b>	
7.1	YS gave a short presentation on the draft wellbeing objectives developed to date	
7.2	YS asked the board to split into 3 groups to refine the 3 objectives previously discussed and to consider the new objective 4.	
7.3	Revised and refined wellbeing objectives to be circulated to PSB for approval	<b>JJ</b>
<b>8</b>	<b>Any Other Business</b>	
8.1	Any other business items to be circulated to members for information	<b>JJ</b>

<b>Agenda</b>	<b>Action Log</b>	<b>By Who</b>
4.10	Action plan with outcomes/timescale and resource to PSB on 27.11.2017	AF
5.3	Feedback to Swansea University	SHG
5.3	Convene good practice group re absence and sickness interventions	JAD
7.3	Revised and refined	JJ
8.1	AOB items to be circulated to members for information	JJ

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