Public Services Board
Scrutiny Performance Panel
Agenda

Date: Tuesday 6th December  
Time: 10am-12pm
Venue: Committee Room 3b, Guildhall

Summary: This is the agenda pack for the Public Services Scrutiny Performance Panel to be held on 6 December 2016. The main item on the agenda is the Public Services Board Priorities for 2016/17.

Members of the Panel:
Cllr Mary Jones (Convener)  
Cherrie Bija (SCVS representative)  
Cllr Uta Clay / Cllr Peter Black  
Cllr Nick Davies  
Cllr Fiona Gordon/Cllr Paul Meara  
Cllr Chris Holley  
Cllr Paxton Hood-Williams  
Cllr Paulette Smith (Police & Crime Panel representative)  
Paul Newman (ABMU Health Board representative)  
Cllr John Warman (Fire Service representative)

Others:
Copy of agenda for information to:  
Cllr Rob Stewart – Chair of the Public Services Board  
Phil Roberts – Chief Executive of City & County of Swansea  
Lee Wenham – Head of Communications & Public Engagement  
Dave Mckenna – Scrutiny Manager  
Liz Jordan – Public Services Board Project Co-ordinator

AGENDA

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<th>Item</th>
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<td>1.</td>
<td>Apologies</td>
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<td>2.</td>
<td>Declarations of interests</td>
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<td>3.</td>
<td>Public Questions</td>
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<td>4.</td>
<td>Notes from meeting held on 28 September and matters arising</td>
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</table>
| 5.  | Public Services Board Priorities for 2016/17  
Councillor Robert Francis-Davies (Cabinet Member for Enterprise, Regeneration & Development)  
Chris Sivers – Project Sponsor (Director of People, City & County of Swansea)  
Phil Holmes – Project Co-ordinator (Head of Planning & City Regeneration) |
| 6.  | Convener’s letters  
• Convener’s letter arising from meeting held on 28/9/16  
• Response from Chair of PSB to convener’s letter arising from 28/9/16 |
| 7.  | Work Plan 2016/17 |

***Please note members should declare personal and prejudicial interests and party whipping in the usual manner***

Contact: Rosie Jackson, Scrutiny Officer ☎️ 01792 636292  Email: rosie.jackson@swansea.gov.uk
ITEM 4

Public Services Board Scrutiny Performance Panel
Meeting Notes 28th September 2016

In attendance

Panel Members:
Cllr Mary Jones (Convener) Cllr Paxton Hood Williams
Cherrie Bija – SCVS Cllr Paul Meara
Cllr Uta Clay Paul Newman – ABMU Health Board
Cllr Nick Davies Cllr Paulette Smith – Police & Crime Panel
Cllr Chris Holley Cllr John Warman – Fire Service

Officers:
Rosie Jackson – Scrutiny Officer
Dave Mckenna – Scrutiny Manager
Mike Palmer – Director of Performance & Implementation, Office of the Future
Generation Commissioner

1. Apologies
   Cllr Fiona Gordon

2. Disclosure of Members’ personal interests:
   None

3. Public Questions
   None

4. The role of the Future Generations Commissioner
   Mike Palmer (Director of Performance & Implementation, Office of
   the Future Generations Commissioner) attended to discuss the
   role of the Commissioner and how the role of scrutiny is anticipated
   to develop. MP raised the following points:
   • Role are set out in the Wellbeing & Future Generations Act
     and associated guidelines
   • The Commissioner has a general duty to promote sustainable
     development and the principles of the five ways of working.
     She is empowered to act as the guardian for future
     generations and to provide advice and assistance to public
     bodies on their duties under the Act.
   • Commissioner attended the PSB Partnership Group last week
     and made it clear that she is keen to ensuring that the Act and
     her office enables the PSB to explore ways to use legislation to
     improve the quality of decision making. An approach just
     based on compliance should be avoided as it will merely lead
     to an increase in bureaucracy.
   • Swansea is well placed to take this work forward as it was an
early adopter of the action and has an award winning Sustainable Development unit.

- The Public Services Board needs to maximise its contribution to the 7 Wellbeing Goals and 5 Ways of Working as set out in the Act.
- Scrutiny has a crucial role in helping PSB to improve quality/impact of decision making.
- For example an important aspect of scrutiny is to consider the way in which public bodies are maximising contribution to achieving the 7 goals using the 5 ways of working.
- Commissioner believes scrutiny is a key feature of the process in order to ensure good governance with a focus on outcomes. She is keen to work closely with scrutiny.
- MP advised that the CIPFA International Framework for Good Governance is a useful document to consider as it sets out principles and behaviours rather than rules and regulations.
- Commissioner is keen to focus on key priority areas in order to demonstrate positive results arising from PSB work i.e. improved outcomes, reduced costs, giving real examples of where collaboration has delivered outcomes and efficiencies. The area of procurement is of particular interest.
- Commissioner’s Office is very keen to keep in close contact with the work of scrutiny.

The following issues were discussed by the Panel:

- Scrutiny should be looking at what will be done differently to what is done now.
- Clarity of purpose is needed – do not want fragmentation of public services.
- Communication with the public is key so that they know what is happening and who is doing what.
- Scrutiny needs to look at what levers are in place to make collaboration happen.
- Need to look at the ability to develop shared budgets, as this is a sign of effective collaboration. Danger is that impact of a decision by one body can lead to an increase in costs for another.
- Use of targets needs to be carefully considered – need to understand their limitations and make sure that they are meaningful and reflect the user’s experience.

5. **Introduction to Swansea Public Services Board**

DM presented the Panel with the SPB Scrutiny Diagram and the draft Partnership Manual. DM highlighted the following points:

- The PSB is now statutory, which makes it different to the former LSB.
- The 4 organisations which have a statutory duty to be involved are the Council, the Health Board, Fire Service and Natural Resources Wales.
Each PSB must also invite the following to participate “invited participants”: the Welsh Government, the Police, Probation Service, the voluntary sector.

The Act also underlines the significant statutory role and responsibility for scrutiny.

Decisions of the PSB are only made by the 4 statutory members and all must be present to make a decisions – this is referred to as the “PSB Core Group”.

The Core group will be the main link with scrutiny.

The PSB Partnership group holds is meetings in public and is responsible for engaging as many organisations as possible in the work of the PSB.

Beneath the partnership group sit 6 sub-groups who carry out much of the work of the PSB. There is a group for each of the priorities plus a Research sub-group and a Planning sub-group.

The following issues were discussed:

- Panel queried when it would see the draft wellbeing plan. DM advised that the panel will first receive the Wellbeing Assessment, following by the Plan (due to be produced a year after the wellbeing assessment) as it is a statutory consultee for both.
- Panel asked whether Swansea Port Authority is involved with the work of the PSB and suggested that this would be a useful source of information re health and wellbeing information.
- Panel discussed the selection of the PSB priorities for 2016/17. Acknowledgment that the 6 overarching outcomes are the long term aims, whilst the priorities which were selected by the LSB are remaining in place for the short term so that the work of the PSB can continue until the Wellbeing Assessment identifies future priorities.
- Panel to be provided with copies of the driver diagrams relating to the 6 overall outcomes.

6. **Draft work plan report**

   RJ introduced the draft work plan and it was agreed by the Panel.

7. **Future meeting dates/times**

   Panel agreed to meet in November – potential dates agreed as 16th or 30th. Panel happy to continue to meet at 10am. RJ to arrange attendance from project sponsors to discuss PSB Priorities for 2016/17 and confirm meeting dates for rest of the year.

   PN raised the issue of if the Panel requires a quorum. To be discussed at next meeting.
Briefing on Public Services Board priority Work Streams for 2015/17

| Purpose | This report provides the Panel with details on the work being undertaken in support of the Public Services Board’s (PSB) four priority work streams. This is to help the Panel to see what difference the PSB is making to the citizens of Swansea. |
| Content | An update of PSB Priority Work Streams is attached at appendix 1. |
| Panel Members are being asked to | Discuss the report and identify if there are any comments and/or recommendations to be reported back to the Public Services Board. |
| Lead Councillor(s) | Councillor Mary Jones, Convener of Public Services Board Scrutiny Panel |
| Report Author | Rosie Jackson, Scrutiny Officer Tel: 01792 636292 E-mail: rosie.jackson@swansea.gov.uk |

1. Introduction

1.1 As part of its work plan the Panel has agreed to hear from the Project Sponsors who are responsible for delivering the Public Services Board’s four main priorities for 2016/17. This is to help the Panel to see what difference the PSB is making to the citizens of Swansea.

2. Priority Work Streams and associated Projects

2.1 Four priorities have been identified by the PSB for 2016/17. Each priority has a sponsor who has overall responsibility for its delivery. The priorities and sponsors are:

- **Sponsor – Chris Sivers, Director of People, City & County of Swansea**
  - Domestic Abuse
  - Independence of Older People
  - Good Start in Life

Chris Sivers is attending the meeting to discuss these priority work streams.

- **Sponsor – Cllr Rob Stewart, Chair of the Public Services Board**
  - Economic Development/City Centre
Councillor Rob Stewart is unable to attend on this occasion; however he will be attending the Panel’s meeting in February. Councillor Robert Francis-Davies, Cabinet Member for Enterprise, Development & Regeneration will attend in his place, along with Phil Holmes, Head of Planning & City Regeneration.

2.2 Project proposals were put forward to the statutory members of the PSB in July 2016 and they agreed to proceed with the following five projects:

- Economic Development – viable proposal for technology led business district
- Economic Development – viable proposal for a state of the art wellness centre
- Domestic Abuse – Key 3 Project
- Independence for Older People – sign up to being “dementia supportive” and a “first point of contact”, develop an age friendly city centre and commitment to support Local Area Co-ordination
- Good Start in Life – Communications Campaign.

2.3 Attached at appendix 1 are the full details of the project proposals and progress update that was reported to the PSB on 20 September.

3. Areas for discussion

3.1 One of the main areas of concern for the Panel is the issue of performance management and monitoring. The Panel previously indicated that it believed that the work of the (former) Local Service Board did not demonstrate effectively the difference it made, and made the following recommendations:

- Clear arrangements need to be put in place to monitor the outcomes of the Board’s work.
- Consult with the scrutiny panel about the format of future performance monitoring reports for the work of the Board and ensure that the Panel receives regular performance monitoring reports.

3.2 Therefore Panel may wish to ask the PSB project sponsors about the priorities and the actions that will be undertaken to achieve the outcomes. This will provide an opportunity to scrutinise the performance monitoring arrangements and make suggestions and/or recommendations for improvement, if required.

3.3 In addition, the following lines of inquiry from the Panel’s terms of reference are also relevant:

- The effectiveness of the Public Services Board in communicating its work, objectives and outcomes to its stakeholders
- The effectiveness of the Public Services Board in addressing the issue of pooled funding to tackle priorities

4. Recommendations

4.1 The Panel is asked to discuss the report and identify if there are any comments and/or recommendations to be reported back to the PSB.
DATE OF MEETING: 20 September 2016

REPORT TITLE: Update on PSB Priority Work Streams

AUTHOR: Liz Jordan, PSB Coordinator

PURPOSE:

To update the full PSB meeting on what was agreed at the Statutory Members meeting on 19 July 2016 with regards to the PSB Priority Work Streams.

At the PSB meeting on 17 May 2016, the partners agreed that the priority work streams for the first year work plan would be Domestic Abuse, Independence of Older People, Economic Development / City Centre and Good Start in Life. The sponsors and coordinators for each were also confirmed (see attached).

The sponsors were tasked with developing a clear proposal for their priority to be considered at the statutory members meeting on 19 July 2016.

Five project proposals were put forward to the statutory members at the meeting on 19 July and they agreed to proceed with five projects under the four work streams for the next 9 to 12 months:

- Domestic Abuse – Key 3 Project
- Economic Development – Viable proposal for technology led business district
- Economic Development – Viable proposal for a state of the art wellness centre
- Independence of Older People – Sign up to being ‘dementia supportive’, and a ‘first point of contact’, develop an age friendly city centre and commitment to support Local Area Coordination
- Good Start in Life – Communications Campaign

These proposals are attached for all partners to note.
RECOMMENDATION(S): What is required from the Public Services Board

- Partners review the project summaries and share with the relevant sponsor any potential contributions, links with current initiatives or suggestions for work stream participants.

PSB Project Proposals

Report to Swansea Public Services Board

<table>
<thead>
<tr>
<th>Work stream</th>
<th>Domestic Abuse</th>
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</thead>
<tbody>
<tr>
<td>Sponsor</td>
<td>Chris Sivers</td>
</tr>
<tr>
<td>Second Sponsor</td>
<td>Helen Lentle</td>
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<tr>
<td>Coordinator</td>
<td>Ali Morris</td>
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**Proposed Product**

(What will be in place in 12 months’ time?)

The Key 3 Project –

A clear integrated referral pathway between domestic violence against women, domestic abuse and sexual violence (VAWDASV), substance misuse and mental health agencies resulting in timely appropriate support and interventions for those experiencing these co-existing issues. Woven into the pathway will be a referral route for support and interventions for those perpetrating abuse that have substance misuse and mental ill health.

We will also want to regularly update the PSB on the mapping of services and the development of the Commissioning Strategy for VAWDASV.

**Opportunity Assessment** (Follows Agile Product Development principles)

<table>
<thead>
<tr>
<th>Exactly what problem do we want to solve? (value proposition)</th>
<th>We want to address the lack of integrated care and support for those experiencing a mix of VAWDASV, substance misuse and mental ill health, along with a lack of support and interventions for those perpetrating abuse and have substance misuse and mental health issues.</th>
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</table>
| For whom do we solve that problem? (target population)       | • Those experiencing VAWDASV along with substance misuse and mental health issues.  
• Perpetrators of abuse who experience substance misuse and mental health issues  
• Children living in households where the trio of issues co-exist |
| How important is it for our organisations that we solve this? Is it mandatory? Does it help address service pressures or budget challenges? | The Domestic Abuse Strategy Group (a sub-group of the Safer Swansea Partnership) has identified this project as one of the gaps in provision in Swansea. We are not getting sufficient support for people with multiple complex problems, and therefore their needs tend to escalate. This leads to both increasing vulnerability for those experiencing domestic abuse, as well as an increase in costs for agencies. This project will enable us to deliver:  
• Appropriate and timely support and intervention for service users so as to |

Swansea Public Services Board
| (organisational imperative) | shorten the length of time they need services.  
- more sustainable budget planning  
- Reduction in repeat referrals and those repeatedly going in and out of services  
- Decrease in safeguarding / child protection cases  
- Statutory requirements for public services (VAWDASV Act 2015 I.E. Ask and Act/ Social Services & Wellbeing Act) |
|---|---|
| What effective solutions already exist? Are there solutions that can be borrowed from elsewhere or local solutions that can be scaled up? (what works) | - AVA Stella Project for multiple disadvantage  
- AVA Toolkit – *Complicated Matters – Addressing Domestic Abuse, Substance Misuse and Mental Ill Health*  
Evidence based research and delivery model run by AVA.|
| Why are we the right group to do this? (our differentiator) | Issue requires a multi-agency response for effective integrated interventions, care and support.|
| Why now? (urgency) | - Effective awareness raising and strategic priority of VAWDASV has meant an increase in referrals to services.  
- The opening of the multi-agency DA One Stop Shop has meant more clients with multiple issues being seen due to delivery of substance misuse surgeries and health and wellbeing sessions.  
- Budget pressures mean we need to be more effective with our services  
- Mandatory duties on public services |
| How will we get this to happen? (realisation strategy) | The Domestic Abuse Strategy Group will take responsibility for delivery of this product, alongside the development of a Domestic Abuse Commissioning Strategy for Swansea. It is a partnership body encompassing all agencies working on this agenda. It provides the accountability for the Council, Police and ABMU to deliver the joint Key 3 project. Resourcing and a project officer will be identified from these agencies to deliver this work.  
The work will be completed in phases, beginning with the development of a pathway for victims and training on this, before moving on to the pathway for offenders and training in relation to that. It is unlikely that all this work will be completed within the current financial year and progress will be reliant upon commitment from the key agencies involved. |
| How will we measure success? (metrics) | - Integrated Pathway developed  
- Staff training programme developed  
- Pathway adopted by the main substance misuse/VAWDASV/mental health agencies  

*Longer term*  
- Reduction in the of referrals across all agencies (number of referrals in current state to be determined first)  
- Reduction in repeat presentation to services  
- Reduction in time spent in services due to earlier intervention |
| What factors are critical to success? (solution requirements) | Organisational buy-in and commitment from partners |
| **Sustainable Development Assessment** ( Using the Ways of Working from the ‘Wellbeing of Future” | |
| How will the national well-being goals be addressed? | • **A Prosperous Wales**  
By supporting people earlier to reduce the impact of these three challenges, people can live a life free from abuse, substance misuse and mental health problems at an earlier stage. Therefore they are more able to contribute to a prosperous community  

• **A Resilient Wales**  
This project is focused on supporting individuals to be more resilient and empowered. Agencies will be more resilient because there will be less duplication of effort and therefore greater return on investment.  

• **A Healthier Wales**  
This project will aim to provide support to victims and offenders at an earlier stage, with greater impact by projects working together. Getting the right support early will help people to have better mental health and well-being and the support on substance misuse will have a positive impact on their physical health as well.  

• **A More Equal Wales**  
Women are overwhelmingly more likely to experience domestic abuse than men. Those from more disadvantaged communities are also more likely to look for support. Those from minority groups can also face specific barriers to disclosure. By ensuring support, care and interventions are given to those that need it we can contribute to a more equal community.  

The 3 co-existing issues have strong links with adverse childhood experiences which is a strong indicator of a child’s life chances. By tackling the issues of the parents this will have a knock on positive effect on any children in the household.  

• **A Wales of Cohesive Communities**  
VAWDASV, substance misuse and mental health issues can divide communities by their often devastating impact not only on those experiencing it but by those around them. By giving integrated support and interventions to those who need it, factors that divide a community can decrease.  

• **A Wales of Vibrant Culture and Thriving Welsh Language**  
People experiencing mental health/substance misuse/domestic abuse are highly unlikely to be contributing at their individual best to their local community. By supporting them to have greater resilience, they will be better able to make a positive contribution to their local community and culture.  

• **A Globally Responsible Wales**  
VAWDASV, substance misuse and mental ill health are globally recognised problems. By ensuring timely and appropriate support, care and interventions for both those experiencing abuse and those that perpetrate abuse we can help tackle this. |

| How will long term needs be safeguarded? (Long term) | By building a robust infrastructure into agency referral pathways to ensure long term delivery. By training agencies on the links and effects of the 3 issues on their service users. |

<p>| How does the product prevent problems getting worse, in line with the prevention agenda (Prevention) | There will be robust pathways in place so as to deal with disclosures from service users at the first opportunity. Staff of agencies will be trained on the pathway and on VAWDASV, substance misuse and mental ill health so as to be able to identify those that need intervention and support and offer the most appropriate care pathway. Support and interventions will also be given for those perpetrating abuse so as to minimise further abuse being perpetrated on another victim. |</p>
<table>
<thead>
<tr>
<th>How are the social, economic, environmental and cultural interdependencies and impacts being addressed? (Integration)</th>
<th>VAWDASV, substance misuse and mental ill health have a well-recognised impact on an individual’s life chances ranging from poor educational attainment, long term unemployment, welfare dependency and long term ill health. The impact of all these affect not only the individual but the community where the person lives. Lack of community integration can lead to a sense of isolation further exacerbating problems. Early intervention and timely appropriate integrated support will be vital in addressing these impacts. The strong links with adverse childhood experiences mean that we can make an impact on integration in community life early on so the impacts are minimised as early as possible.</th>
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<tr>
<td>How will working with others be enhanced in the delivery of this product? (Collaboration)</td>
<td>The Project’s success is dependent on the collaboration and partnership working of agencies. This project cannot be delivered without the active support of agencies. In particular, it will require the Council’s Adult Social Services, the ABMU Mental Health team and voluntary sector drugs agencies to work closely together, agreeing to active involvement in promoting with their staff and providing training venues.</td>
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<td>How will affected citizens be involved? (Involvement)</td>
<td>Service user participation is crucial to the success of the Project. We aim to set up a focus/participation Group specifically to address the way forward with this Project. The voice of the service user will help shape service delivery in a person centred way.</td>
</tr>
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| How have the Commitments included in the Public Services Board Partnership Manual been considered? | Healthy City Status
The development of improvements to support for individuals experiencing multiple complex problems will support developments for improved wellbeing.
Children’s Rights – This project will particularly support delivery of actions in relation to Article 19 – protection from violence, abuse and neglect and Article 33 – drug abuse.
One Public Sector – the collaborative approach outlined here enables a single approach from a range of organisations that reduces duplication and improves services.
Further impacts on this will be explored when the project goes through the development stages and again through consultation. |

Report to Swansea Public Services Board

<table>
<thead>
<tr>
<th>Work stream</th>
<th>Ageing Well</th>
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<tr>
<td>Sponsor</td>
<td>Chris Sivers</td>
</tr>
<tr>
<td>Second Sponsor</td>
<td>Mick Crennell</td>
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<tr>
<td>Coordinator</td>
<td>Polly Gordon</td>
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</table>
| Proposed Product (What will be in place in 12 months’ time?) | All partners to sign up and commit to being ‘Dementia Friendly’ including broadening training and awareness across third, statutory and private sector.
All partners to sign up to and be involved in a "Making Every Contact Count" initiative to improve how data is shared and acted upon across partners.
Develop an ‘Age Friendly’ city centre as part of the city centre development. |
<table>
<thead>
<tr>
<th><strong>Opportunity Assessment</strong> (Follows Agile Product Development principles)</th>
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<tbody>
<tr>
<td><strong>Exactly what problem do we want to solve? (value proposition)</strong></td>
<td>Supporting older people to live safe, healthy and independent lives</td>
</tr>
<tr>
<td><strong>For whom do we solve that problem? (target population)</strong></td>
<td>Older people – 50+</td>
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| **How important is it for our organisations that we solve this? Is it mandatory? Does it help address service pressures or budget challenges? (organisational imperative)** | The requirement to produce a strategy for older people  
By improving older people’s health and wellbeing, we will help to reduce demand on statutory services.  
To ensure a more collaborative approach to the Ageing Well agenda and share resources, information and good practice. |
| **What effective solutions already exist? Are there solutions that can be borrowed from elsewhere or local solutions that can be scaled up? (what works)** | Local Area Coordination has existed in Swansea for the past year. Evidence from elsewhere shows this is an effective model. The first year evaluation report in Swansea is due at the end of July 2016.  
The First Point of Contact Initiative - "Making Every Contact Count" has been a successful approach in Nottingham, Dorset and Chester (Springboard initiative)  
Fall prevention guide developed by ABMU and distributed widely across Swansea  
Dementia Friendly Communities initiative – Alzheimer’s Society |
| **Why are we the right group to do this? (our differentiator)** | The PSB can ensure all public sector organisations are committed to developing an age friendly city and are working together effectively to support an ageing population, increase health and wellbeing and to delay the requirement or level of service intervention. |
| **Why now? (urgency)** | With PSB support, the Ageing Well steering group will be able to deliver on these key areas and ensure more effective partnerships moving forward.  
Local Area Coordination can only expand with increased partnership contribution.  
The City Centre development is due to commence, discussions need to start now to ensure the requirements are met. |
| **How will we get this to happen? (realisation strategy)** | Representatives from Network 50+ and the Ageing Well Steering Group to be involved in shaping service and physical developments in Swansea.  
Partners agree to support and contribute to the development of Local Area Coordination and First Point of Contact initiative.  
Partners to nominate and ensure key representatives to attend the Ageing Well Steering Group and associated sub-groups and contribute to developing a cross agency short and longer term action plan. |
<p>| <strong>How will we measure</strong> | Key elements of Dementia Friendly established and implemented across partners. |</p>
<table>
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<tr>
<th>success? (metrics)</th>
<th>X (TBC) number of front line staff trained as ‘Dementia Friends’</th>
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<td>A first point of contact initiative - &quot;Making Every Contact Count&quot; is established.</td>
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<td>Domains of an ‘Age Friendly’ city centre are determined and an Age Friendly representative attending the planning group for City Centre Developments.</td>
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<td>PSB partners to commit to financially and operationally supporting Local Area Coordination to expand into two new areas.</td>
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<th>What factors are critical to success? (solution requirements)</th>
<th>PSB partner representatives actively involved in the Ageing Well Steering Group and sub-groups.</th>
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<td></td>
<td>Engagement with the Network 50+ group</td>
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<td>Commitment of combined/joint resources</td>
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**Sustainable Development Assessment** (Using the Ways of Working from the ‘Wellbeing of Future Generations (Wales) Act 2015’ to meet the Sustainable Development Principle)

<table>
<thead>
<tr>
<th>How will the national well-being goals be addressed?</th>
<th>Increased local support networks will contribute to a stronger and more independent population of older people in Swansea. (Resilient Wales, a Wales of cohesive communities, A healthier Wales)</th>
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<td>Increased information sharing and partnership working will increase the low level support and intervention and reduce the requirement of formal health care. (A healthier Wales, A resilient Wales)</td>
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<td>An accessible and ‘Age Friendly’ city centre will encourage older people to get out and use the amenities and integrate with other generations. (A Wales of cohesive communities, a healthier Wales)</td>
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<th>How will long term needs be safeguarded? (Long term)</th>
<th>Promoting long term culture and service change.</th>
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<td>Developing the built urban environment to be accessible to all sections of the population.</td>
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<tr>
<th>How does the product prevent problems getting worse, in line with the prevention agenda (Prevention)</th>
<th>Local Area Coordination and the ‘First Point of Contact’ initiative - &quot;Making Every Contact Count&quot; are both preventative approaches that will support older people to live independently in their homes and communities safely for longer.</th>
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<td>More effective sharing of data between PSB partners will enable the appropriate services to intervene at the appropriate time and reduce the risk of a ‘crisis’ situation.</td>
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<td></td>
<td>Appropriately planned urban development will be accessible and can be enjoyed by older people, helping them to live more independently and contributing to improved health and wellbeing. This includes falls prevention.</td>
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<thead>
<tr>
<th>How are the social, economic, environmental and cultural interdependencies and impacts being addressed? (Integration)</th>
<th>To ensure key partners are involved in the Ageing Well Steering Groups and sub-groups.</th>
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<td>Complete Equality Impact Assessments where appropriate</td>
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<td>Work with Network 50+ to increase and diversify the membership base.</td>
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<td></td>
<td>Commitment of combined/joint resources</td>
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<tr>
<th>How will working with</th>
<th>Increased partnership working will improve intelligence and signposting and</th>
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How will affected citizens be involved? (Involvement)
Through the Network 50+ group.

How have the Commitments included in the Public Services Board Partnership Manual been considered?
Healthy City Status - Ageing Well is a key priority of the Healthy Cities Initiative.
Good Practise in Public Engagement – All work will be underpinned by the Network 50+
One Public Sector – A commitment to addressing the issues facing older people across all public sector organisations.

---

**Report to Swansea Public Services Board**

<table>
<thead>
<tr>
<th>Work stream</th>
<th>Economic Development / City Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsor</td>
<td>Cllr Rob Stewart</td>
</tr>
<tr>
<td>Second Sponsor</td>
<td>-</td>
</tr>
<tr>
<td>Coordinator</td>
<td>Phil Holmes</td>
</tr>
<tr>
<td><strong>Proposed Product</strong> (What will be in place in 12 months’ time?)</td>
<td>Viable proposal for a technology led business district on the Kingsway in Swansea City Centre</td>
</tr>
</tbody>
</table>

**Opportunity Assessment** (Follows Agile Product Development principles)

**Exactly what problem do we want to solve? (value proposition)**

- Addressing the lack of modern, flexible office space in Swansea city centre to provide grow-on space for Swansea’s growing cluster of technology based businesses and spin-outs from the Universities.
- Revitalisation of a run-down area of Swansea City Centre

**For whom do we solve that problem? (target population)**

- Tech businesses in Swansea, who lack the necessary commercial space to grow their businesses

**How important is it for our organisations that we solve this? Is it mandatory? Does it help address service pressures or budget challenges? (organisational imperative)**

Essential – by supporting the growth of technology businesses in Swansea we will improve the economic performance of the local economy, creating jobs and wealth.

Creation of a business district on the Kingsway forms an integral part of the regeneration programme for Swansea City Centre - higher employment / footfall in the city centre will support the viability of the retail and leisure developments.

**What effective solutions already exist? Are there examples of thriving technology led business districts in other cities (e.g. Tech City in London) that Swansea can learn from?**

There are examples of thriving technology led business districts in other cities (e.g. Tech City in London) that Swansea can learn from.
<table>
<thead>
<tr>
<th><strong>solutions that can be borrowed from elsewhere or local solutions that can be scaled up? (what works)</strong></th>
<th>from.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Why are we the right group to do this? (our differentiator)</strong></td>
<td>The PSB includes key local partners needed to create a successful tech-led business district in Swansea.</td>
</tr>
<tr>
<td><strong>Why now? (urgency)</strong></td>
<td>There is current evidence of need for commercial floorspace in the city centre from Swansea’s tech businesses, and we need to be able to meet these requirements to support the growth ambitions of these businesses, or there is a risk of losing businesses from Swansea.</td>
</tr>
<tr>
<td><strong>How will we get this to happen? (realisation strategy)</strong></td>
<td>Use the Swansea Economic Regeneration Partnership as a working group to develop a viable proposal for the tech led business district. The partnership would need to be extended to include NRW (Hamish Osbourne nominated as rep). The next steps (running in parallel where possible) would include: Complete demolition of Oceana Secure EU funding (subject to impact of Brexit decision) Complete Kingsway acquisitions programme (subject to funding) Establish viable development proposal in place Commence development (subject to viability &amp; funding)</td>
</tr>
<tr>
<td><strong>How will we measure success? (metrics)</strong></td>
<td>A suite of performance indicators will be developed to monitor success</td>
</tr>
<tr>
<td><strong>What factors are critical to success? (solution requirements)</strong></td>
<td>Funding Organisational buy-in / commitment from PSB partners</td>
</tr>
<tr>
<td><strong>Sustainable Development Assessment</strong> (Using the Ways of Working from the ‘Wellbeing of Future Generations (Wales) Act 2015’ to meet the Sustainable Development Principle)</td>
<td>A prosperous Wales – the new business district will support growth of local businesses and create employment, particularly in higher value knowledge based activities. A resilient Wales – Sustainable innovative new business district created that will support high tech businesses who have the capacity to anticipate and adapt to global opportunities A more equal Wales – creation of employment and training opportunities for workless individuals through Beyond Bricks &amp; Mortar A Healthier Wales – New green spaces and high quality public realm will contribute to a healthy urban environment that supports health, recreation and wellbeing A Wales of cohesive communities – revitalisation of a rundown area of the city centre to create a new high quality living and working environment A globally responsible Wales – supporting the growth of local technology based businesses who are actively engaged in global markets</td>
</tr>
</tbody>
</table>

Swansea Public Services Board
| **How will long term well-being be safeguarded?**  
* (Long term) | - New tech-led business district would provide a foundation for the long term growth of the local economy  
- sustainability principles will be applied to the design and development of the business district |
|---|---|
| **How does the product prevent problems getting worse, in line with the prevention agenda**  
* (Prevention) | It would prevent the continued decline of the Kingsway area of the City Centre and reverse the growing deficiency in modern, flexible commercial floorspace in the City Centre.  
It would increase footfall in the city centre and support the viability of other city centre businesses. |
| **How are the social, economic, environmental and cultural interdependencies and impacts being addressed?**  
* (Integration) | Through the multi-agency working group, which will ensure an integrated approach to the design and development of the business district. |
| **How will working with others be enhanced in the delivery of this product?**  
* (Collaboration) | The Council cannot develop the business district alone - collaborating with PSB partners through the working group will enable the development of a viable proposition for the business district |
| **How will affected citizens be involved?**  
* (Involvement) | Local citizens will be consulted on the creation of the business district to ensure their views/ideas are fed into the development process. |
| **How have the Commitments included in the Public Services Board Partnership Manual been considered?** | The PSB commitments would be considered by the working group and factored into the development of the business district as appropriate. For example, all public engagement would follow the National Principles for public engagement in Wales. |

### Report to Swansea Public Services Board

| **Work stream** | City Centre Wellness Centre – health and well being – achieving a healthier Wales. |
| **Sponsor** | Cllr Rob Stewart Leader City and County of Swansea |
| **Second Sponsor** | Andrew Davies Chairman ABMU Health Board |
| **Coordinator** | Sharon Miller Head of Primary Care and Planning Swansea ABMU HB |
| **Proposed Product**  
* (What will be in place in 12 months’ time?) | Viable proposal for a ‘state of the art’ wellness centre (circa 7,000m2) located within Swansea city centre as part of ongoing regeneration plans, incorporating the co-location of a wide range of community-based healthcare services with a wide range of wellbeing services and research facilities. |
| **Opportunity Assessment**  
* (Follows Agile Product Development principles) | |
| Exactly what problem do we want to solve? (value proposition) | - Significant health inequalities within the city centre population  
- Sustainability of healthcare services and provision – workforce recruitment and retention problems  
- Re-provision of outdated, unsuitable premises  
- Declining city centre footfall  
- Lack of knowledge-based well-paid jobs. |
| --- | --- |
| For whom do we solve that problem? (target population) | - Patients of primary care practices (potentially 35,000)  
- A wider population served by a range of community based healthcare services (circa 120,000)  
- The wider population of Swansea and beyond who might choose to access a range of wellbeing services within the city centre. |
| How important is it for our organisations that we solve this? Is it mandatory? Does it help address service pressures or budget challenges? (organisational imperative) | Very important  
In the City Health network:  
- The significant health inequalities are of concern – one in two of the network population live in the most deprived areas in the Health Board and have considerably higher amount of morbidity and premature death than other Health Board patients.  
- The current primary care premises are out-of-date and unsuitable for modern health care provision.  
- The workforce recruitment and retention problems are becoming acute with general medical practices in some cases unable to fill GP vacancies.  
- There is likely to be increasing pressure on primary care services as the city centre population expands (as per the Local Development Plan) and as student numbers increase at the two local universities. Therefore, patients are likely to have significant difficulty in accessing timely and quality primary healthcare. |
| What effective solutions already exist? Are there solutions that can be borrowed from elsewhere or local solutions that can be scaled up? (what works) | There are local examples of multi-use healthcare facilities which incorporate a wide range of healthcare services such as medical, dental, pharmacy, musco-skeletal services (including the Beacon centre at SA1, and the Clydach Health Centre).  
Developments in integrated primary care provision taking place in Tower Hamlets (London) and Corby Leicester and the emerging plans for a Llanelli Wellness and Life Science Village (Carmarthenshire) as part of |
<table>
<thead>
<tr>
<th>Why are we the right group to do this? (our differentiator)</th>
<th>The PSB includes the key local partners and expertise necessary to create the momentum to deliver the wellness centre as part of the city centre regeneration. The development of a wellness centre/ approach would provide a significant unique contribution to the PSB well being plan.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why now? (urgency)</td>
<td>The regeneration of Swansea city centre provides a time limited opportunity which, if missed, is likely to mean that a development of this ambition and size would not be feasible. The workforce recruitment and retention problems are becoming acute, with general medical practices experiencing a high level of demand and in some cases are unable to fill GP vacancies. This will threaten the core sustainability of primary healthcare provision in the locality. The pressure on primary care is very likely to increase substantially as the city centre population expands in the near future, with projections of population growth based upon increased residential properties (as per regeneration plans) and increased student numbers at the city’s two universities. With such increased demand, patients are therefore very likely to have significant difficulties in securing timely and quality primary healthcare.</td>
</tr>
<tr>
<td>How will we get this to happen? (realisation strategy)</td>
<td>Establish a dedicated project board to oversee this development linking closely with the ARCH programme and the Swansea Economic Regeneration Partnership. The project would form part of the Welsh Government Vibrant Places funding scheme and the immediate next steps would be to commission expert advice to establish the viability, preferred location and delivery options for the proposal.</td>
</tr>
<tr>
<td>How will we measure success? (metrics)</td>
<td>A suite of performance indicators will be developed to monitor success. These will incorporate health outcome measures.</td>
</tr>
<tr>
<td>What factors are critical to success? (solution requirements)</td>
<td>Funding Organisational buy-in / commitment from PSB partners</td>
</tr>
<tr>
<td><strong>Sustainable Development Assessment</strong> (Using the Ways of Working from the ‘Wellbeing of Future Generations (Wales) Act 2015’ to meet the Sustainable Development Principle)</td>
<td><strong>A prosperous Wales</strong> – the wellness centre would create and sustain well-paid knowledge-based jobs in health and social sciences. Co-locating research facilities has significant potential to attract new investment. This centre could assist in retaining locally trained workforce in the local area. <strong>A resilient Wales</strong> – supporting the recruitment and retention of healthcare and associated professionals would address key sustainability issues and improve resilience. <strong>A more equal Wales</strong> – creation of employment and training</td>
</tr>
</tbody>
</table>
opportunities for workless individuals through ‘Beyond Bricks & Mortar’, an important initiative to secure social benefits from procurement and regeneration activity in the City and County of Swansea for the lasting benefits of the community.

**A Healthier Wales** – Providing world-class healthcare and wellbeing facilities would address the inverse care law ensuring patients have access to the highest quality service provision. Co-locating with a wide range of wellbeing services such as library, arts and enabling programmes of social prescribing and screening uptake would address the social determinants of health and wellbeing.

**A Wales of cohesive communities** – revitalisation of a run-down area of the city centre to create a new high-quality living, working and learning environment

**A globally responsible Wales** – The wellness centre would help support the city’s commitment as a designated World Health Organisation Healthy City to improve health and wellbeing for all and to reduce health inequalities. By incorporating research facilities and digital first principles aimed at putting people at the heart of public service development and design in Wales, significant learning could be realised to contribute to the health, social care and wellbeing sector.

<table>
<thead>
<tr>
<th>How will long term wellbeing be safeguarded? (Long term)</th>
<th>Incorporating a sizeable wellness centre in the city centre redevelopment would support the long term wellbeing of the population. Sustainability principles will be applied to the design and development of the business district</th>
</tr>
</thead>
<tbody>
<tr>
<td>How does the product prevent problems getting worse, in line with the prevention agenda (Prevention)</td>
<td>This proposed development could support local people to better self-manage their health and wellbeing, by co-locating services such as library, arts and enabling programmes of social prescribing and screening uptake, in the ethos of prevention and early intervention. It would help address the increasing demand on health and social care services ensuring that people can receive excellent healthcare close to their community and where they live utilising prudent healthcare principles There is some anecdotal evidence that locally trained and skilled workforce are being ‘lost’ to other areas.</td>
</tr>
<tr>
<td>How are the social, economic, environmental and cultural interdependencies and impacts being addressed? (Integration)</td>
<td>Through the multi-agency working group, which will ensure an integrated approach to the design and development of the wellness centre. The proposed development could impact positively on the city centre regeneration, by increasing footfall in the city centre and supporting the viability of other city centre businesses.</td>
</tr>
<tr>
<td>How will working with others be enhanced in the delivery of this</td>
<td>Learning from the development of the vision for the Llanelli Wellness and Life Science Village, it is clear that the Health Board cannot develop this wellness centre alone - collaborating with PSB partners through the</td>
</tr>
</tbody>
</table>
How will affected citizens be involved? (Involvement)
Local citizens/patients will be meaningfully engaged on the creation of the ‘wellness centre’ to ensure that their views and ideas are fed into the development process from the inception of the project and through to it being made operational.

How have the Commitments included in the Public Services Board Partnership Manual been considered?
The PSB commitments would be considered by the project board and factored into the development of the wellness centre as appropriate. For example, all public engagement would follow the National Principles for public engagement in Wales.

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**Report to Swansea Public Services Board**

<table>
<thead>
<tr>
<th>Work stream</th>
<th>Good Start in Life</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sponsor</strong></td>
<td>Chris Sivers, Director of People</td>
</tr>
<tr>
<td><strong>Second Sponsor</strong></td>
<td>Andrew Davies, Chair ABMU Health Board</td>
</tr>
<tr>
<td><strong>Coordinator</strong></td>
<td>Sian Bingham, Early Intervention Services Manager</td>
</tr>
<tr>
<td><strong>Proposed Product</strong></td>
<td>A communications campaign to promote key messages across Swansea in order to improve children’s development so that they are ready for School.</td>
</tr>
</tbody>
</table>

**Opportunity Assessment** (Follows Agile Product Development principles)

| Exactly what problem do we want to solve? (value proposition) | To improve young children’s development outcomes across the population with a clear focus on closing the gap in readiness for school between advantaged and disadvantaged groups of young children. The campaign will be one element of a broader Strategy. We will also keep you informed about other key developments including the integrated Health and Early Intervention Jigsaw project supporting young and first time parents and their babies/infants as well as plans relating to speech and language development. |
| For whom do we solve that problem? (target population) | The unborn and young children from -9 months to 3 years of age. This will be via influencing parents/carers/wider family and friends as well as the workforce across a wide range of organisations to support families with young children to adopt the key messages into their daily lives. |
| How important is it for our organisations that we solve this? Is it mandatory? Does it help address service pressures or budget challenges? (organisational) | There is considerable international evidence from a wide spectrum of leading academics and practitioners that investment in the Early Years (EY) will break the cycle of disadvantage by changing children’s life chances so that they are better able to make a positive contribution to society and at the same time reducing the need for very costly remedial services. “Action to reduce health inequalities must start” |
imperative) before birth and be followed through the life of a child. Only then can the close links between early disadvantage and poor outcomes throughout life be broken." The Marmot Review Fair Society, Healthy Lives

It is however very difficult to quantify the direct impact as leading economists cite that the impact is longer term and the financial benefits across a wide range of sectors and organisations. They do however cite that there would be a 4:1 return on every £1 spent.

| What effective solutions already exist? Are there solutions that can be borrowed from elsewhere or local solutions that can be scaled up? (what works) | The approach and impetus derived from collaboration with the Institute of Health Equity (Marmot Review team) under the Healthy Cities programme. It was one of the main recommendations made by the Team following their international review of what works.

There are many individual single focus campaigns already operating across the City which relate to Early Years. The purpose of this project is to also incorporate these by bringing them together coherently in order to maximise the impact of the key messages. |

| Why are we the right group to do this? (our differentiator) | It is important that the key messages can be promoted far and wide. The PSB has the necessary influence and reach and access to a wide range of people across Swansea - the workforce, through local communities, events and direct service delivery. |

| Why now? (urgency) | The time is now right as the Strategy has been developed and there is an agreed recognition of the compelling evidence. In addition this focus is consistent with the principles of the Future Generations Act and the Social Services and Well-being Act. |

| How will we get this to happen? (realisation strategy) | Key messages have been developed and are the marketing material is being finalised.

A website and social media capability is being developed and will be a critical element of the campaign.

A launch is being planned for the Autumn.

Meetings with members of the PSB will be arranged to discuss the campaign in more detail and ascertain ways in which individual partners can contribute. |

| How will we measure success? (metrics) | • Numbers of families reached
• Numbers of the workforce reached
• Hits on the website
• Social Media followers
• Qualitative feedback from a cross section of the population in relation to the impact the messages have had on their interactions with their children |

| What factors are critical to success? (solution requirements) | • Consistent messages
• Brand recognition
• Reach of the messages
• Visibility of the campaign
• Intensity of the campaign
• Sign-posting for parents/carers/workforce to be able to |
<table>
<thead>
<tr>
<th><strong>Sustainable Development Assessment</strong> (Using the Ways of Working from the ‘Wellbeing of Future Generations (Wales) Act 2015’ to meet the Sustainable Development Principle)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How will the national well-being goals be addressed?</strong></td>
</tr>
<tr>
<td><strong>How will long term needs be safeguarded?</strong> (Long term)</td>
</tr>
<tr>
<td><strong>How does the product prevent problems getting worse, in line with the prevention agenda (Prevention)</strong></td>
</tr>
<tr>
<td><strong>How are the social, economic, environmental and cultural interdependencies and impacts being addressed?</strong> (Integration)</td>
</tr>
</tbody>
</table>
| **How will working with others be enhanced in the delivery of this product?** (Collaboration) | • A more joined up approach to service delivery and common and consistent messages and information  
• Good relationships being developed through the planning of event and discussions re the use of assets and resources across agencies to promote key messages  
• The workforce across a broad range of agencies finding out new information for themselves and improving the service they provide families with young children by having a wider offer  
• Innovation through different organisations getting together to distribute resources, plan events, find out more information. |
| **How will affected citizens be involved?** (Involvement) | • Through activities to promote the key messages  
• Parents/carers will benefit from advice and support and consistent messages from organisations that they come into contact with  
• Identifying the branding |
Parents/carers understanding what they can do to support their children’s development

Parents/carers having a central point to contact for information relating to their child’s development

<table>
<thead>
<tr>
<th>How have the Commitments included in the Public Services Board Partnership Manual been considered?</th>
<th>Yes the project relates directly to the following:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Healthy City Status – Early Years has been identified as the Healthy City Board’s main priority for addressing health inequality in our communities</td>
</tr>
<tr>
<td></td>
<td>Children and Young People’s Rights/Participation of Children and Young People– 476 primary school aged children have been directly involved in the development of the branding for the campaign. The purpose of the campaign is aligned to the UNCRC Rights of the Child.</td>
</tr>
<tr>
<td></td>
<td>Good Practice in Public Engagement – considerable consultation has taken place with a cross-section of children, parents/carers and the workforce in the design and development of the branding and ideas for the campaign.</td>
</tr>
<tr>
<td></td>
<td>One Public Sector – Early Years is a very good example of an issue that truly cuts across organisational boundaries and sectors. For the campaign to be a success it will require the contribution of all. The benefits should also in the long term be realised across all agencies.</td>
</tr>
</tbody>
</table>

Work Stream Sponsors and Co-ordinators

<table>
<thead>
<tr>
<th>Work Stream</th>
<th>1st Sponsor (Has to be a statutory member or invited participant of the PSB)</th>
<th>2nd Sponsor</th>
<th>Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Abuse</td>
<td>Chris Sivers</td>
<td>Helen Lentle</td>
<td>Ali Morris</td>
</tr>
<tr>
<td>Independence of Older People</td>
<td>Chris Sivers</td>
<td>Mick Crennell</td>
<td>Polly Gordon</td>
</tr>
<tr>
<td>Economic Development / City Centre</td>
<td>Rob Stewart (Tech Industries and Wellness Centre)</td>
<td>-</td>
<td>Phil Holmes (Tech Industries)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Andrew Davies (Wellness Centre)</td>
<td>Sharon Miller (Wellness Centre)</td>
</tr>
<tr>
<td>Good Start in Life</td>
<td>Chris Sivers</td>
<td>Andrew Davies</td>
<td>Sian Bingham</td>
</tr>
<tr>
<td>Research Sub Group</td>
<td>Mike Phillips (UWTSD)</td>
<td>-</td>
<td>Steve King</td>
</tr>
<tr>
<td>Planning Sub Group</td>
<td>Hilary Dover</td>
<td>TBC</td>
<td>Liz Jordan</td>
</tr>
</tbody>
</table>
Scrutiny Arrangements for Swansea’s Public Services Board

Dear Councillor Stewart,

This letter is to provide you and the members of the Public Services Board with feedback from the first meeting of the Public Services Board Scrutiny Panel, which took place on 28th September and to inform you of our work plan for the rest of the municipal year.

We received a presentation from Dave Mckenna, who provided us with an introduction to the Public Services Board and enabled us to understand the structures and accountabilities that support it.

We also met with Mike Palmer, Director of Performance and Implementation from the Office of the Future Generations Commissioner and discussed with him the role of the Commissioner and the role of scrutiny in monitoring the work of the Public Services Board. We intend to keep a close dialogue with the Commissioner’s office in order to share our experiences as the work of scrutiny, the Commissioner and the Public Services Board develop.

We discussed the approach we wish to take to our work and we have agreed to focus on three key elements:

1. Statutory requirements as set out in the Wellbeing Act and Guidance Including:
   - Acting as a formal consultee for Well-Being Assessment
2. **Q&A sessions with statutory members and invited core members**

We intend for these sessions to follow the established process for Cabinet Member Q&A sessions carried out by the Scrutiny Programme Committee. One of the most important roles that scrutiny carries out is holding decision makers to account. In the case of local authority scrutiny this is the Cabinet. In the case of scrutiny of the Public Services Board this will be the statutory members of the Board. The invited core members are also key members in the delivery of the Board’s objectives and priorities therefore they will also be invited to participate in the Q&A sessions.

The purpose of these sessions will be for the Panel to satisfy itself of the contributions being made by the individual organisations to the work of the Board. This will provide us with the opportunity to follow up recommendations made by the former Local Service Board Scrutiny Performance Panel including:

- The level of commitment from individual partners to the work of the Board
- The effectiveness of the Board in communicating its work, objectives and outcomes to its stakeholders
- The effectiveness of the Board in addressing the issue of pooled funding to tackle priorities

3. **Performance monitoring – of the delivery of the PSB’s priorities for 2016/17**

One of the main areas of concern arising from the work of the former Local Service Board Scrutiny Performance Panel was the issue of performance management and monitoring. The Panel previously indicated that it believed that the work of the (former) Local Service Board did not demonstrate effectively the difference it made to the citizens of Swansea, and made the following recommendations:

- Clear arrangements need to be put in place to monitor the outcomes of the Board’s work.
- Consult with the scrutiny panel about the format of future performance monitoring reports for the work of the Board and ensure that the panel receives regular performance monitoring reports.

Therefore a key area of scrutiny for the Panel will be how the new Public Services Board is ensuring that it is able to effectively demonstrate the difference it is making to the citizens of Swansea.
We are aware of the four priorities have been identified by the PSB for 2016/17:

- Domestic Abuse
- Independence of Older People
- Economic Development/City Centre
- Good Start in Life

Therefore we have agreed to invite the sponsor/co-ordinators for each priority to attend a meeting in order to advise us of the priorities and the actions that will be undertaken to achieve the outcomes. This will provide us with an opportunity to scrutinise the performance monitoring arrangements and make suggestions/recommendations for improvement, if required.

This meeting has been arranged for 16th November, and we are awaiting confirmation that the relevant people will be able to attend. I am grateful that you have already confirmed your availability to attend in your capacity as the sponsor for the Economic Development/City Centre priority and I look forward to meeting with you then.

I have attached our agreed work plan and we would appreciate any comments you may have. We would also ask that the relevant members of the Public Services Board note when they will be invited to attend the Panel. Individual invitations will of course be sent and reasonable changes can made to the sequence in order to accommodate individual’s requirements if required; however it would be helpful if members could note the dates in their diaries.

Yours sincerely,

Councillor Mary Jones  
Convener, Public Services Board Scrutiny Performance Panel  
✉️ cllr.mary.jones@swansea.gov.uk
<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Agenda items</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Meeting 1</strong>&lt;br&gt;26 September 2016</td>
<td><strong>Introduction to Swansea Public Services Board/Scrutiny Process</strong>, to include the Board’s objectives/priorities/outcomes, timeline, well-being goals and how they will link with the current population outcomes.&lt;br&gt;Dave Mckenna&lt;br&gt;&lt;br&gt;<strong>Future Generations Commissioner</strong>&lt;br&gt;• Role of Commissioner&lt;br&gt;• Role of Scrutiny&lt;br&gt;&lt;br&gt;<strong>Draft work plan discussion</strong>, including Panel’s Terms of Reference&lt;br&gt;Rosie Jackson</td>
</tr>
<tr>
<td><strong>Meeting 2</strong>&lt;br&gt;16 November 2016</td>
<td><strong>Public Services Board Priorities for 2016/17</strong>&lt;br&gt;Project sponsors and project co-ordinators&lt;br&gt;&lt;br&gt;<strong>Statutory Consultation on Wellbeing Assessment</strong>&lt;br&gt;Dave Mckenna/Steve King</td>
</tr>
<tr>
<td>? 6 December 2016</td>
<td><strong>Possible date for additional meeting to accommodate project sponsors/project co-ordinators.</strong></td>
</tr>
<tr>
<td><strong>Meeting 3</strong>&lt;br&gt;18 January 2017</td>
<td><strong>Q&amp;A Session with statutory members</strong>&lt;br&gt;Fire Service&lt;br&gt;Natural Resources Wales</td>
</tr>
<tr>
<td><strong>Meeting 4</strong>&lt;br&gt;15 February 2017</td>
<td><strong>Q&amp;A Session with Statutory Members</strong>&lt;br&gt;Health Council</td>
</tr>
<tr>
<td><strong>Meeting 5</strong>&lt;br&gt;15 March 2017</td>
<td><strong>Public Services Board Priorities for 2016/17 – 6 month progress update</strong>&lt;br&gt;Project sponsors and project co-ordinators&lt;br&gt;&lt;br&gt;<strong>Q&amp;A sessions with Invited Core Members</strong>&lt;br&gt;SW Police&lt;br&gt;SCVS&lt;br&gt;Welsh Government representative</td>
</tr>
<tr>
<td><strong>Meeting 6</strong>&lt;br&gt;12 April 2017</td>
<td><strong>Final Wellbeing Assessment</strong> – published version&lt;br&gt;Dave Mckenna/Steve King&lt;br&gt;&lt;br&gt;<strong>Annual Review of Panel’s work</strong> – to reflect on the year’s work, achievements, experiences, issues, ideas for future scrutiny&lt;br&gt;Rosie Jackson</td>
</tr>
</tbody>
</table>
Future Items for work plan (2017/18)

The work of the scrutiny panel is planned on the basis of the municipal year i.e. May 2016 to April 2017. Therefore some of the key items from the Public Services Board’s work plan will carry over into the 2017/18 municipal year so are not included in the above work plan. In order to ensure that there is clarity over the items that the Panel will need to consider they are noted here. These include:

- **Public Services Board Priorities for 2016/17 – End of project update:**
  due to be reported to PSB in July 2017, by sponsors and co-ordinators.
  To be reported to scrutiny panel August 2017.
- **Wellbeing Plan** – due to be produced a year following the completion of
  the Well-being assessment. The Scrutiny Panel is a statutory consultee for both the wellbeing assessment and the wellbeing plan.
Dear Councillor Jones

PSB SCRUTINY PANEL

Thank you for your letter dated 13 October 2016.

The feedback from the first meeting of the Panel and the copy of your agreed work plan for the remainder of this municipal year are both very useful and were shared with the PSB Core Group at its meeting on 20 October 2016.

With the introduction of the Well Being of Future Generation Act, Scrutiny clearly has a major role to play in monitoring the work of the Public Services Board. I believe the Panel’s work plan for the rest of this year puts it in good stead to meet the challenges of this role.

Relevant members of the Group have noted dates when they will be invited to attend Panel meetings. Unfortunately I am unable to attend the next meeting of the Scrutiny Panel, on the rearranged date of 6 December, in my capacity as sponsor for the Economic Development/City Centre priority, as I am meeting with the Secretary of State regarding the Regional City Deal proposal. However, I confirm that Councillor Robert Francis Davies will be attending in my place. Chris Sivers will also be attending in her role as sponsor for the other three priorities.
City and County of Swansea
Dinas a Sir Abertawe

I and the rest of the PSB look forward to working with you to make Swansea PSB the best it can be.

Yours sincerely

Councillor Rob Stewart
Leader & Cabinet Member for Finance & Strategy
1. Introduction

1.1 This report presents the panel’s work plan for 2016/17, which was agreed at the meeting held in September. The agreed work plan is in appendix 1.

1.2 This is an opportunity for the panel to discuss its timetable of work and make any amendments if necessary. It is also an opportunity for the panel to carry out question planning in advance of its first Q&A session with Public Services Boards Core Group Members.

2. Q&A sessions with Public Services Board Core Group members

2.1 The panel has agreed to include Q&A sessions with Public Services Board Core Group Members as part of its work plan. The first of these will take place on 18 January with Amanda Carr, Director of SCVS.

2.2 The purpose will be for the panel to satisfy itself of the contributions being made by the individual organisations to the work of the Public Services Board. By acting as a ‘critical friend’ scrutiny has the opportunity to challenge the members of the Board on their actions and contributions to its outcomes and achievement of its priorities. This also provides the panel with the opportunity to follow up on recommendations made by its predecessor, the former Local Service Board Scrutiny Panel.
2.3 In order to ensure the most effective use of time it is helpful to brief both internal and external representatives on the likely issues or questions to be covered during a particular meeting. Although some supplementary questions or additional lines of questioning may inevitably emerge, a 'no surprises' approach encourages a more constructive dialogue and allows representatives to provide fuller and more informed responses to any questions tabled.

2.4 Therefore, in order to make the most effective use of the session the panel is asked to consider the questions that it may wish to explore with the Core Group members. Some suggestions as a starting point are listed below.

- How do you ensure that the work of your organisation is contributing to the priorities of the Public Services Board? What specific actions have been undertaken in support of this?

- How effective is the Public Services Board in communicating its work, objectives and outcomes to its stakeholders? How does your organisation contribute to this?

- How effective is the Public Services Board in addressing the issue of pooled funding to tackle priorities?

2.5 Attached at appendix 2 is a useful publication by the Welsh Local Government Association and the Centre for Public Scrutiny (produced in July 2010) entitled “Scrutiny of Multi-Agency Partnerships”, which draws on lessons learnt from the scrutiny of Local Service Boards and provides useful tips for scrutineers.

3. **Recommendations**

3.1 The panel is asked to:

- Discuss and amend the work plan where appropriate.

- Carry out question planning for the Q&A sessions with Public Services Board Core Group Members.
## Item 7a
Public Services Board Scrutiny Performance Panel
Work Plan 2016/17 V3

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Agenda items</th>
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| **Meeting 1**<br>26 September 2016 | **Introduction to Swansea Public Services Board/Scrutiny Process**, to include the Board’s objectives/priorities/outcomes, timeline, well-being goals and how they will link with the current population outcomes.  
Dave Mckenna  
**Future Generations Commissioner**  
- Role of Commissioner  
- Role of Scrutiny  
**Draft work plan discussion, including Panel’s Terms of Reference**  
Rosie Jackson |
| **Meeting 2**<br>6 December 2016 | **Public Services Board Priorities for 2016/17**  
Project sponsors:  
- Cllr Robert Francis-Davies – Cabinet Member for Enterprise, Development & Regeneration (*standing in for Cllr Rob Stewart – Chair of PSB*)  
- Chris Sivers – Director of People  
- Phil Holmes – Head of Planning & City Regeneration |
| **Meeting 3**<br>18 January 2017 | **Statutory Consultation on Wellbeing Assessment**  
Dave Mckenna/Steve King  
**Q&A Session with PSB Core Group Members**  
SCVS – Amanda Carr (Director) |
| **Meeting 4**<br>15 February 2017 | **Q&A Session with PSB Core Group Members**  
- ABMU Health Board – Andrew Davies (Chair of ABMU Health Board)  
- Council – Cllr Rob Stewart (Leader of City & County of Swansea and Chair of the PSB) |
| **Meeting 5**<br>15 March 2017 | **Q&A sessions with PSB Core Group Members**  
- SW Police – Chief Constable Peter Vaughan and Chief Superintendent Joe Ruddy  
- Welsh Government – Helen Lentle (Deputy Director of Legal Services, Welsh Government)  
- Natural Resources Wales – Martyn Evans (Head, Ecosystems Planning & Partnerships) *Can attend from 11.15am* |
| **Meeting 6**<br>12 April 2017 | **Q&A Session PSB Core Group Members**  
- Fire Service – Deputy Chief Fire Officer Mick Crennell and Cllr Janice Dudley (Chair of the Fire Authority)  
**Final Wellbeing Assessment – published version**  
Dave Mckenna/Steve King |
Future Items for work plan (2017/18)

The work of the scrutiny panel is planned on the basis of the municipal year i.e. May 2016 to April 2017. Some of the key items from the Public Services Board’s work plan will carry over into the 2017/18 municipal year so are not included in the above work plan. In order to ensure that there is clarity over the items that the Panel will need to consider they are noted here. These include:

- **Public Services Board Priorities for 2016/17 – End of project update**: due to be reported to PSB in July 2017, by sponsors and co-ordinators. To be reported to scrutiny panel August 2017. **NB** 6 monthly up-date of PSB priorities removed from work plan as it is unlikely to report much change from initial session on 6 December. A better use of the Panel’s time will be to receive the end of project update scheduled for later in 2017.

- **Wellbeing Plan** – due to be produced a year following the completion of the Well-being assessment. The Scrutiny Panel is a statutory consultee for both the wellbeing assessment and the wellbeing plan.
Contact

Welsh Local Government Association

The WLGA’s primary purposes are to promote a better local government, its reputation and to support authorities in the development of policies and priorities which will improve public service and democracy. It represents the 22 local authorities in Wales, with the 4 police authorities, 3 fire and rescue authorities and 3 national park authorities as associate members.

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Overview and scrutiny is a powerful tool that not only allows members to hold the council’s executive to account, but also encourages democratic involvement in other key local services delivered by multi-agency partnerships.

In recent years there has been a proliferation of multi-agency, multi-sector partnerships operating across a range of public service areas. Overview and scrutiny has a pivotal role to play in ensuring that they are accountable for their performance, make efficient and effective use of the public resources and are informed and directed by community needs, views and aspirations.

This Guide has been developed by the WLGA with a group of scrutiny officers and the Centre for Public Scrutiny. The Guide is intended to assist authorities who may be reviewing their approach to scrutinising multi-agency partnerships or provide a basis for further reflection for those authorities who already have a well developed process in place for scrutinising multi-agency partnerships. The Guide may also assist authorities as they plan for the likely introduction of broader public service scrutiny powers as proposed by the Welsh Assembly Government.  

The Guide outlines the different roles for overview and scrutiny committees in the scrutiny of multi-agency partnerships, and provides some key tips for scrutineers. The Guide also provides signposting to further publications relating to the scrutiny of partnerships and external or wider public sector scrutiny in general.

1 Local Government Act 2000, Crown Copyright
The Local Government Act 2000 sets out the broad role of overview and scrutiny committees to “make reports or recommendations to the authority or the executive on matters which affect the authority’s area or the inhabitants of that area”.

Since 1st October 2009 overview and scrutiny committees in Wales have powers to scrutinise Community Safety Partnerships. Separate guidance on the scrutiny of Crime and Disorder issues has been produced by the Welsh Assembly Government which states that “Scrutiny will have a role to play in linking up partners working across the spectrum of local policy-making - not just those working in community safety.” And that: “Councils should develop ways to integrate the scrutiny of community safety issues within a cohesive and coherent strategy for the scrutiny of other partners and the services they deliver.”

Since 2007 approaches to the scrutiny of Local Service Boards have ALSO developed, particularly in the six pilot areas. Given the growing wider public service expectations being placed on overview and scrutiny, it is important to build on the experiences of partnership scrutiny and learn the lessons from England, where public service scrutiny powers were introduced through the Local Government and Public Involvement in Health Act 2007. The Guidance for the Scrutiny of Crime and Disorder Matters has also to a certain extent laid the foundations for wider powers of public service scrutiny for local authorities in Wales. It is therefore important that processes for wider public service scrutiny should be embedded now as the foundations of effective relations and understanding from all partners to ensure a smooth transition if and when the statutory powers are strengthened. The development of arrangements and approaches to the scrutiny of multi-agency partnerships can form a key part of this process.

Lessons from Local Service Board Scrutiny

Arrangements for the scrutiny of Local Service Boards have developed in recent years as Local Service Boards themselves have become embedded in local partnership and governance arrangements. The following are some of the lessons learned from the development of scrutiny arrangements in relation to Local Service Boards that may also be useful points to consider when developing scrutiny arrangements in relation to other multi-agency partnerships:

- It is important to take account of existing ‘scrutiny’ or accountability mechanisms that other partners may already have in place: overview and scrutiny should complement rather than duplicate existing accountability mechanisms - ‘mapping’ existing scrutiny arrangements and existing partnerships that the local authority is involved in can help with this.
- It is important to clarify the scope of scrutiny activity - that the scrutiny will focus on the partnership as opposed to on the individual organisations that are in partnership; that it is strategic and not operational; and that it is outcome focused.
- It is important to manage the expectations of those carrying out the scrutiny and of those being scrutinised.
- Ask for feedback from partners and be seen to act on it - this demonstrates that the scrutiny process is prepared to be flexible and to work with partners to ensure they remain committed to engaging productively in scrutiny.
- It is important to be aware of the context in which scrutiny is operating - scrutineers need to be sensitive to changes in partnership dynamics and how scrutiny can assist or exacerbate these. There may be risks in undertaking challenging scrutiny exercises too soon, before relationships are established and without the full buy-in of those participating in scrutiny.
- It is important to build relationships with partners that may be subject to scrutiny. Taking time to explain the role of scrutiny to partners and how the process works can help with this.
- The geographical coverage of partners who sit on multi-agency partnerships are not always coterminous with local authority boundaries - therefore it is important to consider the implications of this and whether a joined-up approach to scrutiny with neighbouring local authorities may be more effective in relation to some issues/partnerships.
- There are a number of different approaches that can be taken to scrutinising multi-agency partnerships - for example this role could be performed by the local authority’s existing overview and scrutiny committee(s), or through co-opting representatives of other partners onto an overview and scrutiny committee(s)/panel(s).
- Building and maintaining trust between scrutineers and partner organisations is essential for the success of partnership scrutiny and is the culmination of the many of the lessons listed above.
Why Scrutinise Partnerships?

Local authority overview and scrutiny has a key role to ensure that there is appropriate democratic engagement with local statutory and strategic partnerships. Through their elected members local authority overview and scrutiny committees are well placed to ensure that the work and performance of local partnerships is responsive to and consistent with the views, aspirations and needs of local communities. In performing this role there are a number of aspects of multi-agency partnerships which overview and scrutiny committees may consider examining:

**Scrutinising governance arrangements**, including budget management, constitutional arrangements, procurement procedures, risk management, performance management and accountability arrangements.

**Possible areas to consider:**

Who is responsible for the management of funds allocated to the partnership and what is the process for committing expenditure?

How does the partnership identify and manage risks to achieve its objectives?

Does the partnership have a clearly defined vision, aims and objectives and were these developed in consultation with all relevant stakeholders?

How does the partnership evaluate its activities and monitor its performance against its objectives?

**Scrutinising the local authority’s contribution** to the partnership against its objectives, including seeking the views of partners on the Authority’s performance / contribution to the partnership.

**Possible areas to consider:**

What is the Authority’s role within the partnership?

How do partners view the Authority’s contribution to the partnership?
Why Scrutinise Partnerships? (continued)

Evaluating the overall effectiveness of the partnership against its defined vision / objectives

Possible areas to consider:

Is the partnership achieving its objectives?

Does the partnership complete key projects that it is responsible for on time and within budget? (this could for example include an examination of the objectives / progress / success of specific projects)

How do key stakeholders view the performance of the partnership?

How does the work of the partnership contribute towards broader community strategy objectives?

Does the partnership have performance indicators linked directly to the community strategy for which partners are jointly responsible?

How is the partnership’s performance reported to the public?

How do stakeholders view the performance / effectiveness of the partnership?

Ensuring public engagement and citizen-focussed partnerships and strategies through contributing to / reviewing the appropriateness of visions, aims, objectives and action plans

Possible areas to consider:

How well has the partnership sought to engage and reflect communities’ views?

How has the partnership reported overall strategies, objectives, or performance to the public?

Are there any areas where the overview and scrutiny committee or individual members can sign-post for further follow-up (such as hard-to-reach groups) or provide support to the partnership through the undertaking of consultation and/or research?

should the overview and scrutiny committee play a role in seeking the views of the public on issues relevant to the partnership?
Overview and scrutiny can add value in the scrutiny of wider partnerships, however, in order to avoid duplication and confusion over roles and responsibilities it is important that overview and scrutiny committees have regard for the internal accountability mechanisms of partner organisations. For example overview and scrutiny committees should not seek to duplicate the work of the Police Authority or Community Health Councils. However when examining the overall effectiveness of partnerships, overview and scrutiny committees may wish to gather evidence from a range of organisations and include those involved in holding other public bodies to account, to help inform their findings. If and when local authorities have the power to establish joint, multi-authority, overview and scrutiny committees it will also be important to ensure that the work of overview and scrutiny committees within individual authorities is co-ordinated with the work of any joint overview and scrutiny committees that may be formed.
Developing a working relationship between Overview and Scrutiny and Partners

For overview and scrutiny to work effectively it is important that external participants understand the role of overview and scrutiny and, if invited to participate in the overview and scrutiny process, they understand why they have been invited and what is expected of them. If overview and scrutiny is to work effectively, all participants must be fully aware of their respective roles in the process and crucially, all participants must be confident and comfortable with the process.

It is therefore important for scrutineers to develop a strong working relationship with external partners in the overview and scrutiny process based on mutual respect and understanding. The following may help to foster an effective working relationship:

- Ensure that external agencies are briefed on the role and function of overview and scrutiny, and how the overview and scrutiny process operates prior to their attendance at overview and scrutiny meetings
- Ensure that external representatives are briefed on their role in the overview and scrutiny process and why they have been invited to attend
- Develop an agreement between the Authority and external partners as to what is mutually expected from and by the Authority and its partners in relation to the overview and scrutiny function, to include reasonable timescales for requests for information and/or attendance at meetings.
- Ensure that external representatives are briefed on likely issues or questions to be covered during a particular meeting. Although some supplementary questions or additional lines of questioning may inevitably emerge, a ‘no surprises’ approach encourages a more constructive dialogue and allows external representatives to provide fuller and more informed responses to any questions tabled.
- Consideration should be given to the language used when communicating with partners who have had no prior involvement with overview and scrutiny. The use of words like “witness” and “evidence” could give partners the wrong impression. It is also important to stress that the involvement of partners in the overview and scrutiny process can be mutually beneficial.
- Develop formal feedback mechanisms for informing external agencies of the results of overview and scrutiny activity and their input into the overview and scrutiny process
- Work with partners to identify some suitable topics for scrutiny review
- Seek the views of partners when reviewing the effectiveness of the overview and scrutiny process.
Developing a protocol with partners for scrutiny of multi-agency partnerships - possible areas to include:

1. General principles
   • agreeing general principles that will govern the conduct of scrutiny of partnerships including the conduct of overview scrutiny meetings.

2. Defined points of contact for each organisation
   • agreeing who will act as liaisons/point of contact between the overview and scrutiny process and the partner organisation to minimise the potential for duplication/confusion.

3. Agreement on the boundaries of scrutiny activity
   • clarifying the respective roles of local authority overview and scrutiny and existing internal accountability mechanisms - where local authority scrutiny ends and internal scrutiny/accountability mechanisms begin.

4. How will overview and scrutiny committees work with neighbouring authorities to minimise duplication / burden on partners in relation to requests for information / attendance at meetings?
   • agreeing to develop a mechanism for ensuring that neighbouring authorities co-ordinate overview and scrutiny activity and/or work in partnership to avoid wherever possible duplicating scrutiny work, requests for information and requests for attendance at meetings.

5. Consultation on the content of forward work programmes
   • for example agreeing to consult partners on the content of draft forward work programmes for overview and scrutiny where the issues may affect them, and on the draft scope/terms of reference of scrutiny reviews.

6. The involvement of partners in scrutiny reviews
   • this could include for example an agreement that partners will be given the opportunity to give evidence to scrutiny reviews relating to their areas of work and in return partners will agree to provide evidence/attend overview and scrutiny meetings when requested to do so within reasonable timescales.

7. Timescales for receipt of information from partners
   • agreeing what constitutes a reasonable timescale for the receipt of information.
Developing a protocol with partners for scrutiny of multi-agency partnerships - possible areas to include:

8. Timescales for requests for partners to attend meetings
   • agreeing what constitutes a reasonable notice period for requesting the attendance of partners at meetings.

9. Discussing the findings of scrutiny reviews
   • taking time to discuss and explain the findings of scrutiny reviews with partners where recommendations/findings relate to them. This could also include sharing draft reports of scrutiny reviews with partners if appropriate.

10. How partners will respond to the recommendations of scrutiny bodies?
    • agreeing a protocol/process for partners to formally respond to recommendations of overview and scrutiny committees?

11. Where will the reports of overview and scrutiny committees be sent?
    • agreeing which person(s) / forums the reports of overview and scrutiny committees will be sent to following a scrutiny review or equivalent.

12. How will overview and scrutiny committees monitor the implementation of recommendations that have been accepted by partners?
    • agreeing a process for monitoring the implementation of recommendations made by overview and scrutiny committees and accepted by partners.

13. Feedback - how will partners be able to feedback on their experiences of overview and scrutiny committee meetings and other interactions with the scrutiny process?
    • agreeing a process to enable partners to regularly feedback their experiences in relation to their interactions with the overview and scrutiny process.

14. Induction support for members/officers
    • agreeing to provide mutual ‘induction’ support to either members/officers from the local authority or partner organisations to enable them to gain a greater understanding of the work of partners and/or a greater understanding of the overview and scrutiny process.

Examples of scrutiny protocols include Merton London Borough Council’s ‘External Scrutiny Protocol’ which is available from [www.merton.gov.uk](http://www.merton.gov.uk), and also Tameside Metropolitan Borough Council’s protocol for the Scrutiny of the Crime and Disorder Reduction Partnership available from [www.tameside.gov.uk/scrutiny](http://www.tameside.gov.uk/scrutiny).
Choosing Partnerships to Scrutinise

Overview and scrutiny committees have a range of functions to fulfil, and there are numerous partnerships operating within each local authority area. In practice, when formulating forward work programmes, overview and scrutiny committees will need to prioritise their work load and will usually focus their activity on the operation of specific major statutory and strategic partnerships as a whole, rather than the performance of individual public bodies. It is therefore important for overview and scrutiny committees to develop criteria for selecting partnerships to scrutinise, issues to consider could include:

- What is the purpose of scrutinising a specific partnership - what is the intended outcome of the scrutiny exercise?

- Does the partnership already have robust accountability and evaluation mechanisms?

- Is the partnership a statutory body?

- To what extent does the partnership contribute to the Authority’s corporate / community objectives?

- To what extent is the partnership responsible for public money / assets?

- What is the role of the local authority in the partnership?

- Has recent performance prompted a review?

Denbighshire County Council has developed a set of “Guidelines for Scrutinising Cross-Organisational Bodies, Partnerships and Collaborative Working.” The Guidelines outline the types of partnerships the Council is involved in, provides advice on how to select partnerships to scrutinise and also a template for use when scrutinising partnerships based around the “Seven Success Factors for Scrutiny” taken from the Welsh Assembly Government’s Advice Note ‘Wider Scrutiny and Partnership Working’.

Support for Scrutineers

Scrutiny of multi-agency partnerships can require a new approach to scrutiny for some authorities and it may be appropriate to introduce new forms of training and development activity for scrutiny members in areas such as the following:

- the governance arrangements of key statutory and strategic partnerships

- the role and responsibility of the Authority in the key statutory and strategic partnerships

- collaborative leadership
Useful References


Take your partners: overview and scrutiny and the Comprehensive Area Assessment Centre for Public Scrutiny / Improvement & Development Agency, 2009 (www.cfps.org.uk)

How to win friends and influence partners: strengthening local area agreements through constructive scrutiny Centre for Public Scrutiny, 2008 (www.cfps.org.uk)

Leadership of Place: the role of scrutiny The Leadership Centre for Local Government, the Centre for Public Scrutiny (CfPS), Leicestershire County Council, DNA LLP (www.cfps.org.uk)

External Scrutiny: The Voice in the Crowded Room Centre for Public Scrutiny, 2005 (www.cfps.org.uk)


Governing partnerships: Bridging the accountability gap Audit Commission, 2005 (www.audit-commission.gov.uk)
### Contributors to the Guide

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