

AGENDA ITEM 8

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19th MAY 2016

WELL BEING OF FUTURE GENERATIONS (WALES) ACT, 2015 – PUBLIC SERVICES BOARD.

REPORT OF THE SECRETARY TO THE CABINET IN DISCUSSIONS WITH THE LEADER, CLLR MORGAN AND CLLR WEBBER.

AUTHOR(s): E Wilkins – Cabinet Business Officer.

1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to advise Cabinet of the arrangements in place in respect of the creation of a Cwm Taf Public Services Board, in accordance with the Well Being of Future Generations (Wales) Act, 2015 (“The Act”).

2. RECOMMENDATIONS

It is recommended that the Cabinet:

- 2.1 Note the arrangements taken to date with the creation of a Cwm Taf Public Services Board and a Cwm Taf Strategic Partnership Board.
- 2.2 Amend the Leaders Scheme of Delegation (3A) to reflect the creation of the Public Services Board and to absolve RCT’s Local Service Board and the Cwm Taf Regional Collaboration Board.
- 2.3 Note the need to create a Joint Scrutiny Committee to scrutinise the Cwm Taf Public Services Board, with discussions being taken forward by officers and the Chair of Overview and Scrutiny to further discuss the joint arrangements with colleagues in Merthyr Tydfil.

3 REASONS FOR RECOMMENDATIONS

- 3.1 The need to advise Members of the arrangements going forward in respect of the creation of the Cwm Taf Public Services Board, as required by the Well Being of Future Generations (Wales) Act, 2015.

4. **BACKGROUND**

- 4.1 The Well Being of Future Generations (Wales) Act, 2015 ("The Act") (which received Royal Assent on the 29th April 2015) places a responsibility on public bodies to actively contribute to the improvement of the social, economic, environmental and cultural well-being of Wales.
- 4.2 The Act sets out seven well-being goals, to ensure that all public bodies in Wales work towards the same outcomes, including Rhondda Cynon Taf Council and its key partner organisations. These are:
- A prosperous Wales
 - A resilient Wales
 - A healthier Wales
 - A more equal Wales
 - A Wales of cohesive communities
 - A Wales of vibrant culture and thriving Welsh Language
 - A globally responsible Wales
- 4.3 The Act also sets out how public bodies, including the Council, are subject to a *well-being duty*, which is a requirement to apply five principles of working to everything everyone does in their work across public bodies in Wales. The five ways of working are: long term thinking; prevention; integration; collaboration and involvement. Public bodies will meet the 'sustainable development duty' by evidencing their contribution to the seven well-being goals and showing they have done this through the five ways of working.
- 4.4 The Council is subject to this Act as an individual public body, but the Act will also result in duties being placed on the Council when working in partnership with others. The Act establishes a statutory board, known as a Public Services Boards (PSB). PSBs must be established for each local authority area in Wales and the public bodies that make up the Boards will need to demonstrate their collective contribution to the wellbeing of the area and their contribution towards the national wellbeing goals.
- 4.5 The four Statutory Members of each of the PSBs are the Local Authority, the Local Health Board, the Fire and Rescue Authority and Natural Resources Wales. In addition to these Members, each PSB must also invite the following people to participate on the Board who become 'invited participants' if they accept the invite – Welsh Ministers, the Chief Constable, the Police and Crime Commissioner, Probation

Services, Voluntary Sector. PSBs can also invite other people who carry out public functions.

- 4.6 A duty of the PSB is to prepare and publish an assessment on the state of wellbeing for the area by April 2017. This will lead to an agreed plan setting out its collective objectives and the steps it will take to meet these objectives, this will be called the Well-Being Plan and will be published by April 2018.

5 ARRANGEMENTS TO DATE IN RHONDDA CYNON TAF

- 5.1 Previously, both Rhondda Cynon Taf County Borough Council and Merthyr Tydfil County Borough Council each had their own Local Service Board with their partner organisations. Due to the overlap in the focus and membership of both LSBs (representatives from the University Health Board and South Wales Police are coterminous organisations), the Local Authorities created a Joint Local Service Board in 2009. Since that time, Welsh Government have directed the creation of regional boards and, hence, the Cwm Taf Regional Collaboration Board (RCB) was formed in 2012, Chaired by Chief Constable Peter Vaughan.
- 5.2 The partners agreed that there was advantage in having a joint forum across the two Local Authorities to eradicate duplication of reporting, undertake joint challenge against priorities and to achieve a streamlined approach to achieving the work of the Boards.
- 5.3 Over recent months, the Cwm Taf RCB commenced a strategic review of partnership working to implement a model of effective governance and sustainability, led by Chief Superintendent Sally Burke.
- 5.4 Through consideration of the review and an increased focus on regional working, both RCT and Merthyr Tydfil LSBs had indicated a willingness to align more closely; including developing joint assessments, joint Wellbeing Plans and performance reporting in preparation for the Wellbeing of Future Generations Act and other legislation.
- 5.5 At the meeting of the Cwm Taf Regional Collaboration Board on the 1st February, 2016, Members of the Board resolved that the formation of a Cwm Taf Public Services Board would be beneficial and would provide clarity in support of the streamlining of partnership working moving forward. It was concluded that the Cwm Taf Regional Collaboration Board would form the basis of the membership for the Public Services Board.
- 5.6 The Act allows for the mechanism to merge Public Services Boards, when collaboration of two Boards would assist in contributing to the

achievement of the national wellbeing goals. However, boards may only merge if (a) the same local Health Board is a member of each board seeking or being directed to merge, and (b) no other Local Health Board is a member of any of those Boards.

- 5.7 The Cwm Taf Regional Collaboration Board also agreed to the creation of a Strategic Partnership Board, replacing the structures of the Merthyr Tydfil SIP Steering Group and the RCT Public Services Co-ordination Group (formerly the Operational Steering Group). The SPB will explore new ways of working across organisations and adopt innovative solutions to issues that can only be solved in partnership to achieve better outcomes for the people of Cwm Taf.

6. THE CWM TAF PUBLIC SERVICES BOARD

- 6.1 The inaugural meeting of the Cwm Taf Public Services Board took place on the 12th May, 2016, and the Terms of Reference for the Board (which are attached for information - appendix A) were considered and agreed by the Board. The Terms of Reference consists of details surrounding purpose of the group, membership, roles and responsibilities, governance and accountability.
- 6.2 It was agreed at the first meeting that the PSB's aim would be to act as the principal strategic leadership forum for the planning, commissioning and delivery of public services across organisational boundaries to achieve better outcomes for the people of Cwm Taf. It will seek to understand the major issues faced by each partner organisation, to become a more transparent Board through publishing data and performance; and will assist in transforming public services as they move from a reactive to a preventative agenda.
- 6.3 In accordance with the Act, the Authority is represented by both the Leader of the Council and the Chief Executive (requirements in respect of membership are detailed within the Terms of Reference).

7 CWM TAF PUBLIC SERVICES BOARD - FUTURE CONSIDERATIONS

- 7.1 The Cwm Taf PSB will need time to embed, although as it's a formation of the previous Regional Collaboration Board, partners are already working collaboratively and achieving positive outcomes for the Cwm Taf area. A legacy statement for the Regional Collaboration Board was presented to the PSB at its inaugural meeting and will be presented to the Welsh Government for consideration. (The draft Legacy statement is attached as appendix B)

- 7.2 In order to ensure democratic accountability of the PSBs, there is a requirement for a designated local government Scrutiny Committee of the relevant local authority to scrutinise the work of the PSB. Whilst it would be legitimate for a subject Scrutiny Committee (such as Children and Young People), to scrutinise the PSB's work in relation to a specific issue, Welsh Government guidance states that it is important that one Committee takes an overview of the overall effectiveness of the Board.
- 7.3 Potential options for Scrutiny of the Cwm Taf PSB would be:
- For each authority to allocate the new responsibilities to an existing Scrutiny Committee within each respective Authority;
 - To allocate the new responsibilities to a bespoke PSB scrutiny Committee within each of the Authorities; or
 - To create a joint scrutiny arrangement between both Authorities in respect of scrutinising the PSB.
- 7.4 Going forward with the wider streamlining approach in respect of partnership working and the formation of a single Public Services Board for the Cwm Taf area, it would seem appropriate that the scrutiny arrangements taken forward for consideration are also taken forward as a joint approach, to avoid duplication of time and resources of the Public Services Board and each of the Authority's Scrutiny Committees.
- 7.5 Effective joint scrutiny can be used to measure the maturity of partnership arrangements more generally and speed up integrated working across the region. The function of democratic scrutiny would also assist in achieving shared responsibility for improved outcomes across partner organisations.
- 7.6 Evidence across Wales (with reference to LSB scrutiny outcomes) show that collaborative scrutiny can provide a strong focus for improving delivery. In developing work programmes that emphasise problem solving and prioritisation, joint scrutiny has been found to achieve the following benefits:
- **Ensuring the focus is on outcomes for people not organisations:** shifting the perspective from inputs to delivering results;
 - **Scrutiny acting as a unifying force:** helping partners address the complex needs of citizens across different political, organisational and geographical boundaries;
 - **Accountability:** clarifying different organisations' contributions to delivery;
 - **Efficiency:** Councils are beginning to maximise scrutiny resources and are joining up activity across local authority boundaries;

- **Innovation:** joint scrutiny has identified new insights and solutions e.g. local procurement opportunities, co-production of services, engagement of third sector partners in scrutiny work.
- 7.7 At the RCT Overview and Scrutiny Committee on the 28th November, 2015 following consideration of the report of the Head of Democratic Services in respect of the Act, the Committee resolved “To explore the opportunity of working with Merthyr Tydfil to undertake joint scrutiny should the PSBs merge.”
- 7.8 Merthyr Tydfil Council have also supported an openness to joint scrutiny arrangements in this area being taken forward and a joint training event on the Act including consideration of potential future scrutiny arrangements was delivered on the 31st March, 2016 by the Centre for Public Scrutiny.
- 7.9 Currently, the Act nor the draft statutory guidance reflect the opportunity for joint scrutiny, (although the Act allows for the merging of Public Services Boards). It is understood that supplementary guidance on the scrutiny of PSBs will be published soon.
- 7.10 Nonetheless, the 2011 Local Government (Wales) Measure provides for the Minister for Local Government and Communities to make regulations to enable Councils to establish Joint Overview and Scrutiny Committees, which have equivalent powers of single authority scrutiny Committees. Therefore, creation of a Joint Scrutiny Committee could be established through these means.
- 7.11 A Joint Scrutiny Committee will only be able to undertake the functions which the appointing authorities allocate to it. It is therefore important that the participating local authorities are clear from the outset about its roles, responsibilities and terms of reference.

8 EQUALITY AND DIVERSITY IMPLICATIONS

There are no equality or diversity implications attached to this report.

9 CONSULTATION

The Cwm Taf Regional Collaboration Board and both RCT and Merthyr Tydfil's Local Service Boards worked collectively in taking forward a Cwm Taf Public Services Board. Further consultation will need to be established by each authority on the best way forward in respect of the

scrutiny arrangements to be taken forward to ensure accountability of the Public Services Board.

10 FINANCIAL IMPLICATION(S)

Consideration will need to be given to the resources and support to be provided to both the Public Services Board and the scrutiny arrangements to be taken forward, although the creation of a Cwm Taf Public Services Board and the proposed Joint scrutiny Committee proposal would reduce costs associated.

11 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

- Well Being & Future Generations (Wales) Act, 2015;
- Social Services & Wellbeing Act, 2015 (and other legislation that places a regional duty on Local Authorities and University Health Boards);
- Local Government (Wales) Measure, 2011.

12 LINKS TO THE COUNCILS CORPORATE PLAN / OTHER CORPORATE PRIORITIES/ SIP.

The work of the Cwm Taf Public Services Board will link to all of the outcomes and priorities within the Single Integrated Plan.

13 CONCLUSION

- 13.1 The creation of the Cwm Taf Public Services Board has been agreed as the most logical approach to take forward, ensuring the prevention and duplication in reporting and maximising the use of both Members' and Officers' time and resources.
- 13.2 The Leaders Scheme of Delegation will need to be amended to reflect the changes taken forward as required by the Act and it is suggested that these amendments are reflected at the Council Annual General Meeting.
- 13.3 Significant thought will need to be given to what would work best for both Rhondda Cynon Taf CBC and Merthyr Tydfil CBC to provide both democratic accountability and multi-sector input into scrutinising the work of the PSB. Although these issues are still to be determined, it is clear that there is a need to ensure scrutiny can assist in shaping the evolving PSB.

Other Information:-

Relevant Scrutiny Committee – Overview & Scrutiny Committee

Contact Officer - Karyl May – Head of Democratic Services

Heledd Morgan – Partnership Manager



LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19TH MAY 2016

REPORT OF THE SECRETARY TO THE CABINET IN DISCUSSIONS WITH THE LEADER, CLLR MORGAN AND CLLR WEBBER.

Item: WELL BEING & FUTURE GENERATIONS (WALES) ACT, 2015 – PUBLIC SERVICE BOARD.

Background Papers

- Well Being & Future Generations (Wales) Act, 2015
- Update on Strategic review of partnership working to ensure effective Governance and Sustainability – RCB paper 1st February 2016.

Officer to contact: E Wilkins – Cabinet Business Officer.

CWM TAF PUBLIC SERVICES BOARD DRAFT Terms of Reference

BACKGROUND

The Well-being of Future Generations (Wales) Act 2015 seeks to improve the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act think more about the long-term, work better with people, communities and each other; look to prevent problems and take a more joined-up approach. Public bodies need to make sure that when making decisions they take into account the impact they could have on people living their lives in Wales now and in the future. There ways of working that public bodies need to think about to show that they have applied the sustainable development principle:

- Long-Term
- Early Intervention
- Prevention
- Integration
- Collaboration
- Involvement

Following these ways of working will help us work together better, avoid repeating past mistakes and tackle some of the long-term challenges we are facing. The Act sets out the requirement for Public Services Boards (PSBs) to be established for each local authority area in Wales. Any reference to a PSB is a reference to the members of that Board acting jointly.

WHY CWM TAF?

Both previous Local Service Boards indicated a willingness to align more closely, including developing joint needs assessments, plans and performance reporting.

Following the work undertaken by the previous Cwm Taf Regional Collaboration Board in relation to reviewing and rationalising partnership working to deliver effective sustainable arrangements for the future, it was agreed that a Cwm Taf Public Services Board be constituted in line with the requirements of the Well Being of Future Generations Act. This is fully supported by all strategic operational leads, Welsh Government and all key partners.

Drivers for change include:

- The need to maximise capability and capacity, delivering services in an efficient and effective way that represent value for money – both operational and support functions.
- The findings of the Casey review and circumstances surrounding Rotherham i.e. the need for clear robust governance leading to improved scrutiny and accountability.
- The Wellbeing of Future Generations Act/The Social Services and Wellbeing Act.
- The opportunity presented by the need for a Public Service Board structure and also existing effective RCB structure in Cwm Taf which is more mature than in other areas.
- The drive for collaboration.
- Sustainability of all partners to service complex, bureaucratic and multiple arrangements.
- Previous reviews undertaken by both Local Authorities in 2010 – 2012.
- Impact on partners having to service two different sets of governance.
- The requirement for improved and streamlined performance reporting regime.
- Improved service delivery for our local communities.

PURPOSE OF THE GROUP

Cwm Taf Public Services Board (PSB) is a merged Public Services Board, covering the areas of Merthyr Tydfil and Rhondda Cynon Taf (RCT).The PSB aims to act as the principal strategic leadership forum for the planning, commissioning and delivery of public services across organisational boundaries to achieve better outcomes for the people of Cwm Taf. It will seek to understand the major issues faced by each partner organisation, to become a more transparent Board through publishing data and performance and will move from a reactive to a preventative agenda.

The Board's aims are:

- To improve the quality of life and outcomes for citizens of Merthyr Tydfil and Rhondda Cynon Taf (the Cwm Taf area);
- To provide proactive, collective leadership in tackling the most challenging issues facing public services in the planning, commissioning and delivery of services to the citizens of Cwm Taf;

- To stimulate dialogue, co-ordination and co-operation between local, regional and national public sector organisations to improve and integrate service delivery for the citizen;
- To remove “blockages” or other obstacles by minimising bureaucracy and the preventative effectiveness of organisational boundaries;
- To celebrate success in the delivery of services for citizens of Cwm Taf;
- To consider ‘best value’ and prudence in the expenditure of public service resources and to explore areas where collaborations/ integration would provide greater efficiencies and improved outcomes; and
- To involve citizens in influencing how we deliver public services.

The Wellbeing of Future Generations (Wales) Act 2015 lays down seven national Wellbeing Goals:

A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language	A Globally Responsible Wales
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The Act makes it clear that the listed public bodies **MUST** work together to achieve **ALL** of the goals, not just one or two.

MEMBERSHIP

The Wellbeing of Future Generations Act outlines requirements for membership of each PSB setting out a clear structure. Cwm Taf PSB must have **STATUTORY PARTNERS** consisting:

- The Councillors elected as Executive Leaders of Merthyr Tydfil County Borough Council and RCT County Borough Council (the local authority) or the elected Mayors;
- The head of the authorities' paid service designated under section 4 of the Local Government and Housing Act 1989;
- Either the Chair, Chief Executive or both for Cwm Taf University Health Board (the local Health Board for the area which falls within the local authority areas);
- Either the Chief Officer, Chairman or both for South Wales Fire & Rescue Service; and
- The Chief Executive for the Natural Resources Body for Wales.

The individuals referred to above may designate another individual to represent the organisation on their behalf. All members (formally designated or otherwise) must be present for a meeting of the PSB to be quorate.

A PSB for a local authority area **must** invite the following persons to participate in the activity of the board. These **INVITED MEMBERS** must include:

- the Welsh Ministers;
- the Chief Constable of the police force for a police area any part of which falls within the local authority area;
- the Police and Crime Commissioner for a police area any part of which falls within the local authority area;
- a person required by arrangements under section 3(2) of the Offender Management Act 2007 (c.21) to provide probation services in relation to the local authority area; and
- at least one body representing relevant voluntary organisations (whether or not the body is known as a County Voluntary Council).

Each board may issue additional invitations to **OTHER PARTNERS** to participate in the activity of the PSB, even if that person also exercises other functions. Any reference to participating in the activity of a PSB refers to working jointly with the PSB, any member of it or any other person who accepts an invitation to participate under this section, or anything the PSB does under Section 36 of the Act (Wellbeing Duty). The **OTHER PARTNERS** of a Public Services Board described in the Act are:

- a community council for a community in an area which (or any part of which) falls within the local authority area;
- the Public Health Wales NHS Trust;
- a Community Health Council for an area which (or any part of which) falls within the local authority area;
- the National Park authority for a National Park in Wales any part of which falls within the local authority area;
- the Higher Education Funding Council for Wales;
- an institution in the further education sector or the higher education sector situated in whole or in part within the local authority area;

- g) the Arts Council of Wales;
- h) the Sports Council for Wales;
- i) the National Library of Wales;
- j) the National Museum of Wales.

This is not an exhaustive list and the PSB may invite any other person who exercises functions of a public nature to participate in the board in expressing their views, contributing to agenda items and providing an advisory role.

Cwm Taf PSB will adhere to the guidance with regards to its membership; a list of the agreed PSB's membership can be found in the **Formal Commitment to Partnership** appended to this document (**Appendix 1**).

'Other partners' of the PSB **do not** become members of the PSB as a result of accepting the invitation. **Membership will be reviewed bi-annually**. PSB members will be expected to provide the Board with any data held which is relevant to the work and issues being undertaken collaboratively.

To ensure opportunities for PSB scrutiny are capitalised upon; a member of the Scrutiny Committee will be invited to attend PSB meetings regularly **AS AN OBSERVER** to secure first-hand experience of the type of discussion/debate/challenge occurring at each PSB meeting.

The membership of the PSB will be reviewed after 6 months.

ROLES AND RESPONSIBILITIES

The PSB will create long-term sustainable partnership and provision through:

- Establishing objectives that reflect the vision of the PSB for the area of an integrated and effective public service that provides the best possible outcomes for our citizens and communities;
- Committing to consistently supporting the Board and participate in reviews and working groups as appropriate;
- Establishing common priorities and targets, agreed actions and milestones that drive and lead to demonstrable, positive and sustainable change in Cwm Taf;
- Supporting the co-ordination and development of key strategies and plans;
- Ongoing sharing and appraisal of the values that shape the work of the Board;
- Establishing the conditions for continuous improvement in practice and performance;
- Fostering an ethos of success and achievement across partners with statutory and non-statutory responsibilities and the wider community;
- Supporting the sharing of good practice, expertise and resources for the benefit of all stakeholders across Cwm Taf ;
- Acting as a problem solving body with responsibility for identifying and resolving any intractable problems that arise out of joint working and which could limit the delivery of outcomes.
- Determining appropriate and proportionate resourcing of the PSB's collective functions (a responsibility for all **statutory members** equally), including consideration of funding, shared expertise, exploring use of shared assets and pooled budgets.

Position Descriptions have been drafted outlining expectations of PSB members, with a separate description being generated for the role of PSB Chair (see **Appendix 2**).

To ensure partnership activities are co-ordinated, efficient and effective; the PSB will oversee the following key tasks:

- Undertaking a comprehensive assessment of the state of wellbeing in Cwm Taf (including managing the consultation element of the assessment process);
- Preparing and publishing a Local Wellbeing Plan (including managing the consultation element of the assessment process);
- Preparing and producing an Annual Report outlining its activity and how this has impacted on the seven Wellbeing Goals laid down in the Act;
- Demonstrating joint responsibility for ensuring a sustainable development approach can be evidenced to activities aimed and securing improved outcomes for communities;
- Responding to the requirements of the designated local authority Scrutiny Committee, producing evidence to support outcomes claimed and providing clarification on key elements of the Board's activities.
- Developing effective performance management processes for monitoring progress made against the PSB's priorities and how these demonstrate impact on the 7 Wellbeing Goals laid down in the Act;

- Identifying opportunities to increase and align funding to support identified priorities. Communicating with all stakeholders, partners, staff in member organisations across Cwm Taf to offer updates on key issues;
- Supporting quality assurance and improvement and devising better systems to measure quality;

Sometimes, individual topics for discussion at Board meetings may affect some organisations more than others. Nevertheless, members will respect and value the positive contributions of all Board members to any business of the Board.

PSB members will communicate and promote the role of the PSB and the Wellbeing Plan within their own organisations and with other organisations and partnerships. PSB members will engage in two way communication within their organisations on cascade updates on key PSB matters being considered by the Board.

WIDER PARTICIPATION

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

For example it is recognised that activities of major local private sector employers can have a big impact on an area's well-being. The PSB could invite such employers to attend a board's meeting to raise concerns and make suggestions about what the PSB should do and what employers and the private sector could contribute to achievement of the board's objectives. The board would, however, have to be clear about the capacity in which the employer was attending (not to participate in the board's activity as an invited participant but to make representations and express views).

Similarly there is nothing to stop a board from inviting groups representing other interests, such as local private sector employers, trade unions or campaign groups active in the board's area, from attending meetings of the board for similar purposes. (However, boards should take care to ensure the propriety and impartiality of the board's processes and be alive to the risks of any perception arising that a particular group is being afforded excessive access to, or influence over, a board's deliberations and activities).

GOVERNANCE AND MANAGEMENT

At the first meeting of the Public Service Board, decisions will be made regarding who will Chair the Board; the identification of a Vice Chair and the frequency and venue of future meetings etc.

The position of Chair and Vice Chair will be reviewed on an annual basis.

PSB meetings will initially be held on a quarterly basis with a schedule of meeting dates circulated and agreed at the start of each financial year. Extra meetings may be called where 50% of the members identify the need.

The Local Authorities will be required to provide administrative support to the Public Services Board, including ensuring the Board is established and meets regularly; preparing the agenda and commissioning papers for the meetings; inviting participants and managing attendance; work on the annual report and preparing evidence for scrutiny.

Full commitment is required from PSB members expected to attend meetings. If they are unable to attend a specific meeting, a **senior level substitute** should be designated to attend in their place. Designated substitutes will be nominated in advance. The substitute should have the authority to participate in decision-making and the Chair should be notified of such arrangements in advance of the meeting. **To make decisions a meeting will need to be quorate.**

Although the decisions of the Board are not legally binding upon the Public Service Board members, it is expected that each organisation implement decisions according to their own respective governance arrangements. Decisions, recommendations and updates made by the Board will be fed into other relevant local, sub-regional, regional and national bodies through minutes of the meetings and representation as appropriate.

ACCOUNTABILITYWORKING METHODS / WAYS OF WORKING

The recent partnership working review undertaken by the previous Cwm Taf Regional Collaboration Board identified that the future partnership structures will concentrate on delivering fewer, more outcome based meetings with clear terms of reference, governance and accountability. Governance will be robust enough to prevent single issue meetings developing and a principle of embedding within core business in the first instance will be adhered to. We will seek to create meetings with the appropriate level of attendance that facilitate effective debate and decision making, linked by skilled Chairs who attend the meeting above in the governance structure to ensure consistency. This will create a challenging, yet supportive environment, where broader themes are more effectively explored and will negate the need for multiple smaller meetings at a lower level.

A Cwm Taf Strategic Partnership Board will be established with strategic operational leads to robustly support the Public Services Board, with clear accountability. The Strategic Partnership Board, supported by a collaborative Partnership Support Unit will be responsible for developing, implementing and maintaining delivery against the Well Being Plan. The Strategic Partnership Board will, act as a “clearing house” for the PSB and also back into individual organisations.

In support of this a Cwm Taf ‘Manual of Partnership Working’ will be developed to support governance via PSB. The Manual will specify Terms of reference for meeting structures, outline reporting processes, Chairs and agenda remit, frequency of meetings etc. This will be overseen by PSB at a strategic level and the Strategic Partnership Board day to day. This will be a ‘first’ for partnership working and will provide essential guidance and direction under governance of PSB that will withstand any scrutiny. Once developed, it will not be bureaucratic but will act as a point of reference for all and will clearly indicate requirements.

The development of a collaborative partnership support unit will service our new partnership meeting structures, allowing for a shared resource approach, which will better equip both local authorities and other PSB partners in coping with the demands in preparing for and implementing the Well Being of Future Generations and the Social Services and Well Being Acts.

Each group supporting the work of the PSB must contain at least one PSB member and can contain any invited participant or other partner as appropriate to the task. Any sub-groups brought together must be guided by the PSB Terms of Reference. **Any and all recommendations taken by a group must be jointly reached and agreed by the Public Services Board**

CONSTRUCTIVE CHALLENGE

There is an expectation that constructive challenge amongst colleagues, within agencies and between agencies will take place with scrutiny and challenge occurring both internally by the Board and externally through local authority Scrutiny Committee; the Future Generations Commissioner and WAO. This process will require all parties to demonstrate:

- clear commitment to the ultimate goal i.e. making a positive difference to the lives of people who live in Merthyr Tydfil and Rhondda Cynon Taf
- a willingness to understand and respect individual organisational views;
- transparency and openness;

- a full awareness of the governance agreements under which the PSB operates;
- a willingness to listen to the views of other parties, even if they appear challenging to their own; and
- effective communication – active listening skills.
- Preparedness to fully utilise the wide range of skills, knowledge and experience which will be at the disposal of the Board.

RESOLVING DISAGREEMENTS

From time to time disagreements may arise between members of the Board. Disagreements can be the result of healthy and constructive challenge and robust dialogue as part of the Board's role. Examples of subjects where disagreements might occur include:

- Communication;
- Lack of clarity about roles and responsibilities;
- Decision making;
- Progressing plans; and
- Issues related to performance management.

All members have a duty to act assertively and proactively to resolve disagreements. All members should challenge – and feel free to challenge - the policies or practice(s) of other organisations or individuals where they are concerned practice is failing to meet the desired outcomes. Resolution of any disagreements should be sought within the shortest timescale possible.

Initially, the Board will utilise a collaborative-style methodology to resolve any conflict (s) or disagreements. The collaboration style involves parties working together to resolve issues, with a 'win-win' attitude clearly focused on making a positive difference to the lives of people who live in Merthyr Tydfil and Rhondda Cynon Taf. If necessary other ways of resolving disputes, such as mediation, will be used. Where mediation is used the parties must agree on the final, binding resolution.

FUTURE GENERATION COMMISSIONER

The Future Generations Commissioner for Wales' role is to act as a guardian for the interests of future generations in Wales, and to support the public bodies listed in the Act to work towards achieving the wellbeing goals. The Commissioner will be supported by an Advisory Panel.

Cwm Taf PSB will play its part to the full, taking all reasonable steps to work effectively with the Future Generations Commissioner:

- the Commissioner will be a statutory consultee for both the assessment of wellbeing and the draft Wellbeing Plan;
- PSB members will consider the content of any research undertaken by the Commissioner and members of their Advisory Panel; the Future Generations Report produced by the Commissioner will be a key reference document;
- PSB members will respond to any enquiries/recommendations received from the Commissioner within the deadlines laid down.

OTHER RESPONSIBILITIES

The Board will strive to work in accordance with all legislation and in particular:

- The United Nations Convention on the Rights of the Child
- The National Principles for Public Engagement in Wales
- The National Standards for Children and Young People's Participation
- Welsh Language (Wales) Measure 2010
- Biodiversity (the Natural Environment and Rural Communities Act 2006)
- Environment Bill 2015
- Equality Act 2010
- Public Sector Equality Duty
- Social Services and Wellbeing Act 2014
- Children and Families (Wales) Measure 2010 and the eradication of child poverty

The Cwm Taf Public Services Board, through its Wellbeing Plan, will seek to fulfil the discharge of its statutory duties¹ in relation to:

- The Community Planning process envisaged by the Local Government (Wales) Measure 2009;
- Making arrangements to promote co-operation with a view to improving well-being of children (Children's Act 2004);
- The preparation of a strategy to respond to the requirements of the Children and Families (Wales) Measure 2010 for contributing to the eradication of child poverty;
- The duty to formulate and implement a Strategy for the reduction crime and disorder; Strategy for combating the misuse of drugs, alcohol and other substances; and a Strategy for the reduction of reoffending (Crime and Disorder Act 1998);
- The scheme for provision of local primary mental health support (Mental Health (Wales) Measure 2010);
- New plans be produced in response to the assessment of needs under the Social Services and Wellbeing Act (2014);
- Preparation of a local Strategy as required under Section 5 of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015;
- Preparation of strategies to promote and facilitate the use of Welsh language.

REVIEW

Persons attending the PSB will be required to review the relevance of the work of the Board **ANNUALLY**. The Terms of Reference for the Board should be reviewed **BI-ANNUALLY** by all members; this will be placed as an annual event on the Forward Plan for the first meeting of each new financial year.

¹ Welsh Government Statutory Guidance for the Wellbeing of Future Generations Act (Wales) 2015 SPSF3 – Collective Role Annex A

APPENDIX 1**Formal Commitment to Partnership Agreement (PSB Membership at 1st April 2015)**

Members of the Board, in signing this agreement, are confirming their continuing commitment, on behalf of their member organisation/partnership, to work together to deliver the public service priorities from the Wellbeing Plan across Cwm Taf.

Officer Title	Organisation/Agency/Partnership	Signed	Date
Statutory Members			
Chief Executive	Merthyr Tydfil County Borough Council		
Chief Executive	RCT County Borough Council		
Leader	Merthyr Tydfil County Borough Council		
Leader	RCT County Borough Council		
Chair and/or	Cwm Taf University Health Board		
Chief Executive	Cwm Taf University Health Board		
Operations Manager	Natural Resources Wales		
Chief Fire Officer	South Wales Fire & Rescue Service		
Invited Participants			
Chief Constable	South Wales Police		
Deputy Police & Crime Commissioner	Police & Crime Commissioner's Office		
Chairperson	Voluntary Action Merthyr Tydfil/ Interlink		
Chief Officer	National Probation Service		
Chief Officer	Community Rehabilitation Company		
Welsh Ministers	WG Representative		
Other Participants			
Director Public Health			
Chair of Cwm Taf Social Services & Wellbeing Board			

Position Description - Chair of Public Services Board

The Chair of the Public Services Board (PSB) provides leadership to the Board to ensure it functions effectively. The Board believes that it is in the best interests of stakeholders for the PSB to have the flexibility to determine the most qualified and appropriate individual to serve as Chair of the Board.

The position of Chair and Vice Chair will be reviewed on an annual basis.

The duties and responsibilities assigned to the Chair may vary in line with their skills and experience. The PSB will select a Vice Chair who will be assigned certain leadership responsibilities, which are designed to increase Board effectiveness, maintain PSB independence and provide oversight of management.

Key duties and responsibilities of the Chair are listed below:

1. Plan the PSB's annual schedule of meetings and agendas, in consultation with other members and the PSB Support Team as appropriate.
2. Coordinate with the Vice Chair; the Chair of the Cwm Taf Strategic Partnership Board and the PSB Collaborative Partnership Support Unit to ensure that the Board receives the appropriate quantity and quality of information in a timely manner to enable it to make informed decisions.
3. Chair all meetings of the Board and ensure that meetings are conducted efficiently and effectively.
4. Call special meetings, if necessary.
5. Facilitate full and candid PSB discussions, ensure all directors express their views on key matters and assist the Board in achieving a consensus.
6. Develop teamwork and a cohesive Board culture and facilitate formal and informal communication with and among PSB members.
7. Help ensure that action items established by the Board are tracked and appropriate follow-up action is taken as necessary.
8. Make recommendations to the Strategic Partnership Board Chair as to Partnership Board's membership, for approval by the Board.
9. To ensure that future partnership structures will concentrate on delivering fewer, more outcome based meetings with clear terms of reference, governance and accountability.
10. Be authorized to attend all PSB-related meetings, as appropriate.
11. Attend scrutiny sessions which focus on the role of the PSB and decisions it has taken, responding to any and all questions posed by the Scrutiny Committee and feeding back any thoughts and recommendations made by them.
12. Chair annual and special meetings.
13. Collaborate with PSB colleagues to identify and recruit new Board members.
14. Collaborate with the Chair of the Strategic Partnership Board and the PSB Collaborative Partnership Support Unit support Team on the performance and structure of the Board and its subgroups, including the performance of individual members.
15. Any other duties arising as a result of externally controlled requirements which affect the collaborative work of the Board

Position Description: PSB Member

Public Service Board members will work together to provide leadership, direction and vision to ensure that the collaborative activities undertaken makes impact on the jointly agreed outcomes.

Term

- Statutory Members: will serve for as long as they retain their positions.
- Invited Participants: will serve for as long as they retain their position.
- Other Participants: will serve a term of involvement mutually agreed through direct discussions with the Board.

Meetings

The PSB meets at least 4 times annually. Board members may also be assigned to working subgroups and task and finish groups that require participation and attendance.

Key duties and responsibilities of a member are listed below:

- Establish mission, vision, goals and objectives for the PSB and its Integrated Service Delivery.
- Determine the PSB's structure and assure compliance with any impacting laws and by-laws.

- Establish and enforce the jointly agreed Term of Reference.
- Participate in strategic planning, supporting the collation and production of an Assessment of Wellbeing for Cwm Taf.
- Following production of the Assessment of Wellbeing, use the intelligence received to identify priorities.
- Develop and publish a local Wellbeing Plan for Cwm Taf.
- Actively engage in performance management activities related to the work of the PSB and delivery of its Wellbeing Plan.
- Ensure a commitment to collaboration and outcome-driven Integrated Service Delivery.
- Distribute information to and from the Board to the agency/group you represent.
- Provide leadership in “barrier busting” activities that impair integrated services. Provide in kind resources to each of the agreed upon outcomes.
- Attend all regularly scheduled meetings or ensure attendance by a suitably skilled appointed deputy.
- To ensure that future partnership structures will concentrate on delivering fewer, more outcome based meetings with clear terms of reference, governance and accountability.
- Bring decision-making authority to the collaborative table.
- Serve as an interpreter, information source and ‘good will ambassador’ to the community.

Draft

DEFINITION OF TERMS

Sustainable Development	the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle (see section 5 of the WFG Act), aimed at achieving the wellbeing goals (see section 4 of the WFG Act)
Wellbeing Duty on Public Bodies	Each public body must carry out sustainable development; the wellbeing duty relates to any action a public body takes in carrying out sustainable development must include: <ul style="list-style-type: none"> - setting and publishing objectives (“well-being objectives”) that are designed to maximise its contribution to achieving each of the well-being goals, and - taking all reasonable steps (in exercising its functions) to meet those objectives.
Assessment of local wellbeing	An assessment of local wellbeing must be produced a minimum of 1 year prior to the first iteration of the Wellbeing Plan being produced and approved. The assessment of local wellbeing must: <ul style="list-style-type: none"> - set out which community areas comprise the area of the board; - include an analysis of the state of well-being in each community area and in the area as a whole; - include an analysis of the state of well-being of the people in the area; - include any further analysis that the board carries out by reference to criteria set and applied by it for the purpose of assessing economic, social, environmental and - cultural well-being in the area or in any community situated in the area; - include predictions of likely future trends in the economic, social, environmental and cultural well-being of the area; and - include any other related analytical data and information that the board considers appropriate.
Positive Outcome	A result or consequence which leads to an improvement in situation.
Financial year	The period of 12 months ending at 31 March.
Local Authority	A County Council or County Borough Council in Wales.
Local Health Board	A Local Health Board established under section 11 of the National Health Service (Wales) Act 2006.
Annual Report	Each Public Services Board must prepare and publish a report: <ul style="list-style-type: none"> - no later than 14 months after the publication of its local well-being plan; and - subsequently no later than one year after the publication of each previous report under this section.

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CWM TAF PUBLIC SERVICES BOARD

Cwm Taf Regional Collaboration Board

Draft Legacy Statement

May 2016

As the Chair of the Cwm Taf Regional Collaboration Board, I am extremely proud of the progress made since its establishment in 2012 and the legacy it is handing over to the new Cwm Taf Public Services Board (PSB). Key to its' success has been the continued and unwavering commitment by public services leaders, both elected Members and officers, and their key partners in Cwm Taf to improve outcomes for its' citizens, making Rhondda Cynon Taf and Merthyr Tydfil better places in which to live, work and to visit.

Our transition to a Cwm Taf Public Services Board - the first in Wales to encompass two local authority areas is evidence of the maturity of relationships between agencies and their commitment and determination to embrace the collaborative agenda with a clear focus on achieving better outcomes for their citizens.

The transition to a Cwm Taf PSB was facilitated by a strategic review of partnership working involving all agencies which sought to:

- Understand and map the existing meeting and partnership landscape for MTCBC and RCTCBC in relation to Community Safety, Public Protection and Mental Health;
- Ensure the mapping process considers the delivery of the respective Single Integrated Plans and cross references where appropriate, including consistent effective and streamlined performance reporting;
- Understand areas of current joint delivery coterminous to Cwm Taf – consider further collaborative opportunities to maximise capability and capacity of all partners, especially resources;
- Develop a coterminous Cwm Taf partnership map considering statutory functions / mandated areas and challenges/ governance and accountability/ business benefits;
- Identify opportunities where joint activity could deliver potential savings/efficiencies, particularly in respect of partnership support functions where future funding may be limited;
- Ensure that proposals include consideration of future legislative needs – including the Social Services and Well Being Act, Wellbeing of Future Generations Act and the statutory requirement for an effective Public Services Board;
- Ensure effective and robust meeting and governance structures with appropriate representation to deliver effective scrutiny and accountability;
- Manual of Partnership; and
- To ensure a value for money approach

The review has identified some challenges for the future operation of the new Board, which we would like to highlight and seek your support in addressing, namely, the requirement for a more streamlined, less silo'd, governance and performance reporting regime – seizing the opportunity presented by the new legislation. It has proved extremely challenging, but very worthwhile, to identify and map all of the meeting and reporting requirements of the Welsh Government. In seeking to undertake this process we have been grateful for the support of Ceri Breeze.

Streamlining and, where possible, simplifying and/or reducing the different demands on organisations in the field would greatly assist the Board in delivering its core functions and would enhance partnership operational capacity to deliver more integrated public services and improved economic, social, environmental and cultural well being within Cwm Taf.

The Cwm Taf Public Services Board would welcome the opportunity to present our review findings, outline our new structures, and ongoing challenges to you and the Future Generations Commissioner. The combined efforts of the two Local Service Boards have resulted in significant progress towards even more collaborative working and as we continue our journey, we would be pleased to share our experience with a view to contributing to the development of effective governance, accountability and reporting structures for Public Services Boards across Wales.

The Wellbeing of Future Generations (Wales) Act 2015 provides Cwm Taf with the statutory footing to further its collaborative work in relation to sustainability, prosperity and wellbeing. The commitment of agencies across Cwm Taf to establishing a more effective collaboration to implement the requirements and adopt the spirit of the Act is outstanding.

The partners of the Cwm Taf Regional Collaboration Board have worked effectively together on a number of projects, initiatives and also operationally during the last four years. Initially the Board set out its priorities in line with the Single Integrated Plans across both Local Authority areas, national work streams, funding opportunities and according to European Social fund monies. Appendix 1 summarises some key developments as a legacy of success, which I trust you will find of interest. It also aims to provide a useful reflection of lessons learnt which the Board will utilise in informing and developing its future priorities and work programme. Our principles moving forward will be those of prevention, early intervention and innovation.

Chief Constable Peter Vaughan
South Wales Police
Chair of the Cwm Taf RCB

Appendix 1
Cwm Taf Regional Collaboration Board
Legacy Statement
March 2016

1. Cwm Taf Multi-agency Safeguarding Hub (MASH)

The Cwm Taf MASH was launched by First Minister Carwyn Jones, in May 2015 at Pontypridd Police Station. The Hub has been a vision for a number of years as a way of improving the safe sharing of information between partner agencies across the region, enabling a more effective response to safeguarding concerns. The Cwm Taf Regional Collaboration Board has assisted in providing a strategic steer to the work and partners have strived to publicise the excellent collaboration across the region in making MASH a reality.

Partners involved in the operation of the MASH include South Wales Police, both Merthyr Tydfil and Rhondda Cynon Taf Councils; Cwm Taf University Health Board; National Probation Service Wales and the Community Rehabilitation Company.

MASH has been subject to much scrutiny and has been commented positively on by many high profile visitors. One year on there is strong evidence to support that MASH is making a significant difference. [Please see the press release for more information.](#)

2. ICT Schools Enabled Project (funded through the Regional Collaboration Fund)

The ICT enabled Schools Transformation Programme is the largest programme of ICT modernisation across schools in the region to date, focussing on a range of technological building blocks to aid connected ways of teaching and learning. Originally, over £6.7m of external funding support was achieved, with the region having been awarded £3.057m for the period 2013 to 2016 via the Welsh Government Regional Collaboration Fund (£1.019m per annum - this has now been reduced for year 3 due to public sector funding cuts) and Learning in Digital Wales grant monies.

Rhondda Cynon Taf CBC (Project Lead) and Merthyr Tydfil CBC have been working collaboratively within the Cwm Taf Regional Collaboration Board to transform the education provision through innovative use of ICT as an enabler. The main beneficiaries being all schools (pupils and teachers) in the region through upgrades to broadband bandwidth; new systems like Capita ONE; local network infrastructure improvements; migration from Moodle to 'Hwb'; access for pupils to Microsoft IT Academy.

The key component of the bid was the procurement and implementation of a management information system (MIS) 'Capita ONE', which provides the Local Authorities with real time access to pupil data as well as providing the capacity for meaningful performance analysis to be carried out. The original project plan set out the project initiation phase, core system set up / training and implementation of procured modules (Business-to-business, Attendance & Exclusion, Admission & Transfers, Pulse, Governors, Children Support Services (CSS) and Special Educational Need (SEN)). Additionally funding was allocated for a remote access system allowing teachers to be more flexible in their working and improve the quality of reporting to parents.

As at February 2015, 9 Secondary School pupils had achieved awards from Microsoft for obtaining the highest marks in their chosen Microsoft Office Specialist qualifications. 8 teachers were recently awarded Microsoft Innovative Expert Educator status - this award acknowledges their innovative use of technology in the classroom to advance the learning of their pupils and to better prepare them for jobs in the future.

There were only 30 awards in the UK during 2014/15 and RCT CBC claimed 8 of them, which puts us just behind Finland and Sweden with 10 awards each and China with 9.

Microsoft has completed a video case study of the IT Academy work, which was also shown at the recent BETTS Conference in London. It provides an inspiring local overview of the Academy in action. See it here: <https://www.youtube.com/watch?v=CcFltYsveak>

The project has led to pupil attendance improving within Merthyr Tydfil. This is of particular note in the primary sector, which has historically been an issue. By implementing this project and effectively using the Capita ONE system, the Education Team in Merthyr Tydfil is able to produce monthly reporting regarding attendance. This approach can focus on groups of pupils (e.g. SEN, free schools meals, etc.) which couldn't be done before. This means that MTCBC are able to effectively address pupil need. The project has helped to bring together information from various areas and allows the information to be shared affectively. This has meant that processes have become more efficient and effective. This approach is scalable and is being implemented with associated departments outside of education. MTCBC is now able to assess and use information on pupils from start of their education until pupils leave the system.

The admission process has also improved in Merthyr Tydfil due to the implementation of the project. Offers to parents regarding pupil placements are more efficient. The changes save time for officers and the process is now fully in line with the admissions guidance.

The SEN and CSS modules allow MTCBC to report on attainment of SEN pupils more effectively. Officers can assess how affective additional support is and can use the information to report on attainment data. This has a major benefit of enabling MTCBC to allocate and target resources more effectively. The project has facilitated recording interventions not always linked to statementing. Officers are able to log interventions and be better placed regarding case management. The project has improved links and allowed a joined up way of working to help case management of pupils.

All secondary schools now use Management Information System to generate interim and full year reports to parents in Merthyr Tydfil. This enables a consistent format of reporting to parents, to have a better understanding of pupil attainment. Presently, one third of schools now have access to systems remotely and this has improved schools efficiency regarding reporting and allows teachers to make best use of information held.

Thanks to the strategic backing of this project at Regional Collaboration Board level, the original funding allocation for year 3 was increased slightly, albeit to less than previously forecast. The project will continue to deliver benefits to schools across the region during 2015/16.

3. 'Addressing the issue of empty homes' (supported by the Welsh Government 'Houses into Homes' loan scheme.

From 1st April 2012, the Welsh Government launched a £10 million fund to support initiatives to bring long term empty properties back into use. Following the success of the initiative in its first year, a further £10 million was made available during 2013/14. The allocation for the Cwm Taf region in 2012/13 was £965,792 and for 2013/14 was £971,792.

In Cwm Taf, the regional steering group was co-ordinated through the partners of the Regional Collaboration Board. The group determined that the fund would be best utilised to provide interest free renovation loans to help in bringing empty homes back into use. A long term vacant property is classed as one that has been vacant for over 6 months. They are a wasted housing resource at a time when many people are in housing need. They also blight our communities and are a target for anti-social behaviour and vandalism.

Since the scheme was launched in Cwm Taf, over £1.19million has been approved and paid. During 2012-2014, 50 units of accommodation in Rhondda Cynon Taf have been brought back into use. Last year, a further 11 properties were renovated and brought back into use.

During 2012-2015, in Merthyr Tydfil 14nr loans have been paid, to the total value of £325,000. 11 enquiries were received, with the conversion rate of enquiries into actual loans was 12.6%.The officers in Merthyr Tydfil are currently dealing with 3nr enquiries but using the new Innovative Finance Department's money (which is time limited). There is also a feeling that enquiries are now drying up and a marketing campaign is needed to boost interest.

Case Study: Dowlais, Merthyr Tydfil

Before works (2012)



After works (2013)



4. Joint European Social Fund (ESF) Consultation and Engagement Project.

The partner organisations in Cwm Taf were awarded a grant through the Welsh Government ESF programme to establish a joint consultation and engagement function that would enable a coordinated partnership approach. The project aimed to develop capacity across the region, share and encourage best practice, develop 'joined up' consultation initiatives, preventing survey overload, and produce cost savings.

Over the life of the project, the Cwm Taf Regional Collaboration Board have raised awareness of the project and provided direction and challenge. A highlight of the deliverables includes the [Cwm Taf Community Engagement Hub](#), launched by the Board members in October 2013. This Hub is a joint web based system for consultation, providing residents with a 'one stop shop' to have their say on a range of topics being consulted on by the public and voluntary sector in the area. The Hub allows organisations to cut down on duplication and provides data analysis software, reducing the need for organisations to have their own mechanisms for carrying out surveys.

A Citizens' Panel of over 1,600 people was also recruited as part of the project, for organisations to have access to a number of residents who were able to provide their views and increase citizen voice in decision-making. The ESF grant also helped to train over 132 people in engagement and participation techniques, working with Participation Cymru.

The value of co-ordinating public engagement was regarded highly by the Board and, therefore, a Cwm Taf Public Engagement Group has been established to steer engagement activity within the region in future. The role of this group will include providing feedback and 'stories' from patients, clients and service-users within the region to the Board members.

The Cwm Taf Public Engagement Group continues to promote co-ordination of participation, involvement, engagement and consultation across the partner organisations of the Cwm Taf RCB. Most recently, the 'PEG' has started creating a newsletter of engagement events and items of interest. We are working with the Cwm Taf Public Engagement (PEG) Group to scope their contribution to how we involve people across our organisations in the context of both SSWB and WFG Acts.

5. Integrated Localities (supported by the European Social Fund)

Integrated Localities was originally one of the six local delivery projects agreed as part of the work programme of the Cwm Taf Regional Collaboration Board. Working through the four Localities of Rhondda, Cynon, Taff Ely and Merthyr Tydfil, the vision of partners is to support people to live independent, healthy and fulfilled lives. This will be achieved by providing health and social care services that are:

- Integrated, joined up and seamless;
- Focused on prevention, self-management and re-ablement;
- Responsive and locally delivered in the right place, at right time, by the right person;
- Safe, sustainable and cost effective.

As part of the work stream, an ESF bid for project management support (£161,300) was approved by Welsh Government in April 2013 to run until December 2014. This was to provide additional momentum and capacity to tackle the organisational and cultural barriers to progress and deliver the change we need more quickly.

Shortly after the approval of the bid, Welsh Government issued a number of legislative and policy initiatives which had major implications for partners in terms of the ambitious timescales, expectations and prescriptive nature of the actions needed. As a result of the changing landscape, it was agreed with partners and Welsh Government that the ESF project would be realigned to avoid duplication. It was subsequently refocused to provide the capacity to deliver on the immediate requirements associated with Integrated Assessment across the Health Board and two Local Authorities.

The findings from this project have also been fed into the regional work required to implement the SSWB Act.

6. Cwm Taf Data Observatory

The partner organisations of the Cwm Taf Regional Collaboration Board recognised a growing need to access timely statistical information relating to our population. Working collaboratively with the Data Unit~Wales, the [Cwm Taf Data Observatory](#) was commissioned to provide a 'single point of call' for intelligence about the region.

The website aims to make it easier to quickly find data relating to the region for the purpose of needs assessments or reports. It is currently being developed for use as a reporting function for measures within the Single Integrated Plan.

As part of the Cwm Taf Assessment Core Group work (please also see below under section 10) we are working with the Data Unit ~ Wales on:

- both the data catalogue for the SSWB population assessment and the common data set for the wellbeing assessment;
- scoping the future use of the Cwm Taf Data Observatory in producing the products required for the assessments; and
- the further development of our SIP Report cards and the provision of performance management information.

7. Intermediate Care Fund

The Cwm Taf health and social care economy were awarded £4.37m non-recurrently in 2014/15 (including both revenue and capital funding) as part of the Welsh Government Intermediate Care Fund, which was allocated on regional collaboration footprints. The aim of the fund is to maximise support for people requiring intermediate care by developing new models of sustainable integrated services that maintain and increase people's wellbeing and independence by:

- Improving care coordination between health, social care, third sector and housing;
- Promoting and maximising independent living opportunities;
- Supporting recovery by increasing reablement provision;
- Establishing more proactive approaches;
- Avoiding unnecessary admission or delayed discharges.

The proposal developed by Cwm Taf partners was informed by the Statement of Intent on Integrated Care that had been produced jointly in March 2014. The use of the Fund was grouped into five themes and examples are given below of what was undertaken/delivered:

- Project management and evaluation;
- Laying the foundations for transforming services;
Additional capacity to support re-ablement and safe and quicker discharge; developing a Single Point of Access and integrated @Home services;
- Promoting well being;
A Neighbourhood Capacity grant was established and distributed to community groups and third sector organisations to enable greater access to local preventative services for older people, particularly the frail and socially isolated. Four Community coordinators were appointed to identify and signpost people to local sources of support. See App 1 for some great case studies to evidence the outcomes
- The significance of the physical environment;
Increased housing related activity to adapt people's own homes, investment in equipment and telecare; the provision of step down/step up accommodation;
- Commissioning of the whole health and social care economy;
- Development of a Joint Commissioning Statement for Older People - which was the subject of engagement with a wide range of stakeholders and service users in the summer of 2015 before being finalised and approved by partners at the beginning of 2016.

All schemes were evaluated and the Partnership agreed its use of the 2015/16 ICF allocation of £1.698m .focusing on the strategic priorities of

- Supporting Communities – Building Community Capacity
- Integrating Community Health and Social Care Services (@Home services)
- Short term Intervention and reablement Services

The experiences of working together successfully across the Cwm Taf footprint through the Regional Collaboration Board were helpful in planning for and delivering on the Intermediate Care Fund but also in preparing partners for the creation of the Cwm Taf Social Services and Wellbeing Partnership required as part of the SSWB (Wales) Act.

8. Cwm Taf Youth Offending Service

At the Cwm Taf Regional Collaboration Board meeting in March 2012, it was agreed that the potential for the regional delivery of youth offending services (YOS) should be explored and a joint authority project group was established to take this forward. The intention was to build on existing strengths to deliver innovative, sustainable and high quality services to young people, families, victims and communities across the Cwm Taf area.

The initial brief was to complete an appraisal of a range of collaborative models and an important first step was to consult with all key local stakeholders. The views of the England and Wales Youth Justice Board and Welsh Assembly were also sought together with the experience of other areas with collaborating youth offending services.

This consultation provided considerable support to proceed towards full integration of the two current youth offending services with little enthusiasm for any of the other possible options for collaboration. All partners believed that the creation of a Cwm Taf YOS would provide the foundation for sustainable youth justice services and were confident that this approach could further enhance the high quality services currently being delivered. The benefits of full collaboration were endorsed by both YOS Management Boards in December 2012. The business case was prepared for the Regional Collaboration Board in 2013 and implementation took place in July 2014. The formal launch of a joint youth offending service across Cwm Taf YOS was October 2014.

This has been further enhanced as a result of the recent strategic review with YOS being more closely aligned with other aspects of Offender Management.

9. Asset Management

In line with Welsh Government priorities, 'Asset Management' was endorsed as a joint project for the Cwm Taf Regional Collaboration Board. An initial '60 day turnaround' project was undertaken to scope the work and engage with partners. This resulted in a Cwm Taf Property & Assets Management Network. Membership included South Wales Police, the Fire Service, RCT Homes, MTCBC, RCTCBC, Voluntary Action Merthyr Tydfil, the Cwm Taf Health Board, the University of South Wales, and Welsh Government representation.

The group populated the Welsh Government endorsed 'e-Pims' system, which is an asset register for Wales as a whole. Plus, the group were able to discuss planned disposals and acquisitions, as well as opportunities for shared asset usage.

See also 10 below

10. Transitional and Future Work to be developed by the Cwm Taf Public Services Board

A proposal has been agreed by the Cwm Taf Social Services & Wellbeing Executive Board and the previous two LSB's outlining a joint needs assessment be undertaken supporting both Acts; this is being done across the Cwm Taf footprint. Whilst being mindful to ensure that care and support needs are not lost in the broader issue of wellbeing (or conversely that care and support for the vulnerable over-dominates the wellbeing agenda), it was strongly felt that a combined approach would be both an effective and efficient way forward.

The benefits of this approach include the adoption of a common language upon which discussions can be based; assurance of a commonality of assumptions; a standardised methodology being adopted across Cwm Taf linked to data analysis and interpretation and the sharing of skilled, experienced staff to undertake this process.

There has been a consensus amongst partners that we must focus more time and effort on developing better understanding and analysis in our needs assessments so we create the intelligence and ability to answer the "so what" questions i.e. moving from a 'situation analysis' to a 'response analysis'.

The Cwm Taf Assessment Core Group meets monthly to in progress the work required for the wellbeing and population assessments and has also set up two sub groups, one focussing on Data and one leading on Engagement. We have been working with:

- the Welsh Local Government Association and the Social Services Improvement Agency on the national toolkit developed for the Social Services & Wellbeing (SSWB) Act population assessment;
 - the Data Unit ~ Wales on both the data catalogue for the SSWB population assessment and the common data set for the wellbeing assessment;
 - the Data Unit ~ Wales to scope the future use of the Cwm Taf Data Observatory in producing the products required for the assessments;
 - partners in Public Health Wales; both Local Authorities; Cwm Taf University Health Board; Interlink, Voluntary Action Merthyr Tydfil; South Wales Fire and Rescue and Natural Resources Wales to plan and undertake the work.
 - the Cwm Taf Public Engagement Group to produce a survey for stakeholders on the data and information they currently hold that could feed into the assessments;
 - partners to submit bids into the SSWB Delivering Transformation Grant and the Assessment of Local Wellbeing Fund for additional capacity and capability to undertake the work.
- Further development of a joint commissioning approach
 - Further development of a joint approach to scrutiny

In RCT, the LSB has previously reported to the LSB Scrutiny Working Group, which reported to the RCT Overview and Scrutiny Committee. The Group included co-opted members from partner organisations.

In Merthyr Tydfil, the Local Authority's Governance, Performance, Business Change and Corporate Services Scrutiny Committee has scrutinised the work of the LSB. A report was presented to the Local Authority's Governance, Performance, Business Change and Corporate Services Scrutiny Committee on the 1 March 2015. This report offered an update on the work which has been undertaken to support the required transition from Local Service Board to Public Services Board in response to the Wellbeing of Future Generations (Wales) Act 2015.

On the 31st March, the Rebecca David-Knight (Centre for Public Scrutiny) was commissioned to provide training entitled 'Community Leadership for Future Generations' and scrutiny members from both Local Authorities were in attendance. The training was well received and we are considering a follow-up session in 2016/17 for the scrutiny arrangements relating to the PSB. We are also seeking to use our experiences in Cwm Taf to assist Rebecca in writing the Welsh Government guidance for scrutiny of Public Services Board.

- Joint review being undertaken of the information sharing protocols across organisations in Cwm Taf, linked to the Effective Services for Vulnerable Groups workstream.
- The Board often provides a joint response to Welsh Government and other bodies on consultations or correspondence. For example, the 10K Safer Lives checklist was completed on a regional basis,
- Adoption of three priority projects concerned with the health and wellbeing of our populations:
 1. 'Smoke-free' places: aimed at increasing the number of outdoor smoke free places.
 2. Active environments: maximising opportunities for walking and cycling.
 3. Suicides and self-harm: a collaborative approach to reducing incidence.
- At their most recent meeting, the members of the Board called the Chief Executive and Chair of the Wales Ambulance Service Trust for challenge on response times in Cwm Taf. This was a successful approach, with the Trust explaining its efforts in collaboration with the Health Board to reduce waiting times.
- Welsh Public Sector Collaborative Estate Initiative: Cwm Taf Pilot
The proposal will use the Rhondda Cynon Taf/Merthyr Tydfil PSB area to review the collective public estate (including Welsh Government estate) and identify projects that could, for example,
 - Create economic growth;
 - Deliver more integrated and customer-focussed services;
 - Generate capital receipts; and
 - Reduce running costs.

The work will be led by Cushman and Wakefield (Laura Stamboulieh as Lead Director) and funded by Welsh Government. We believe the project will offer several benefits to all organisations including:

- understanding our property portfolios and strategies better and how they will influence property decision-making during the medium term (5 years) and across organisations;
- creating a Comprehensive Asset Register;
- identify scale of short term/quick win, collaborative estate-related opportunities as well as medium term/longer term collaborative estate-related opportunities
- The Board continues to look for opportunities to collaborate across boundaries and sectors, with regards to asset management, service changes due to financial austerity, service planning and funding opportunities.

Appendix I - Case Studies: how the Intermediate Care Fund has helped to enable greater access to preventative services for older / vulnerable people.

Case Study 1:

Mr. D was a gentleman of 93, living in a housing association property paying his rent and council tax out of his state pension and small private pension. He did not have enough money left at the end of the month for food or to pay any gas or electricity. Because of this he was suffering in a very cold house. He was just about covering the standing charges for his fuel providers.

He was very interested to find out if any money could be saved by switching tariffs so agreed for our CAB@home adviser to call round. During the visit a potential saving of £71 a year was found by switching energy suppliers. Mr. D was also offered a benefit check and it was found he should be getting most of his rent and council tax paid for plus a small entitlement to pension credits.

Mr. D explained he was getting a little bit confused and forgetful and had suffered a fall recently so our adviser asked if he had considered claiming Attendance Allowance. He said he had never heard of it so it was all explained to him and he was asked if he would like a form sent out. He was told the bureau could assist in filling it in for him.

He took up the bureau's offer to fill the form and his application was successful. A new benefit check was carried out and because he was successfully claiming Attendance Allowance, lived alone and no-one was claiming Carers Allowance for him; it showed entitlements to extra money. Our advisor made sure that Mr. D's entitlements were updated for him.

As Mr. D was now entitled to Pension Credits (guaranteed and savings) he was also eligible for the Warm Home Discount next winter. He said he was more than delighted with the fact he could go to the dentist for free now and have help with the cost of his glasses. He said he was extremely grateful for all the help of the bureau.

Monetary Gains

Switching Energy Supplier	£71 per year (one off)
Warm Home Discount	£140 per year (ongoing)
Attendance Allowance	£54.45 per week (ongoing)
Pension Credits	£41.69 per week (ongoing)
Housing Benefit	£69.35 per week (ongoing)
Council Tax Reduction	£1035.05 per year (ongoing)
Total annual equivalent	£9851.53

Mr. D was referred to Merthyr Care & Repair for help with the fixing of rails in his home to aid him going upstairs and in the bathroom, etc.

Mr. D received a food bank voucher from the bureau whilst waiting for his applications for benefits to be processed. He said he was really grateful for the food as he had not eaten properly for months. He said they gave him a bowl of soup and a hot drink while he was at the food bank too.

Mr. D was referred to Safer Merthyr Tydfil who carried out an electricity safety check in his home and provided him with new plugs and a safety night light which he said he was delighted about.

Case Study 2:

Thousands of people suffer from some degree of anxiety or fear about visiting the dentist, but for Ann, her phobia was so severe that she had avoided visiting a dentist for almost 40 years. Simply saying the word 'dentist' would send her into a state of panic.

However, when the result of the neglect began to seriously affect her health and emotional wellbeing, Ann's GP recognised that she needed additional help and referred her to the new British Red Cross Community Support Service in Rhondda Cynon Taff, funded by the Neighbourhood Capacity Grant - Intermediate Care Fund from Welsh Assembly.

"I was spending a lot of time alone" explained Ann. "I had no interest in anything and didn't want to go out of the house. Apart from an occasional visit to the hairdressers I spent all my time at home.

I was suffering from nasty fungal infections in my mouth and I was in constant pain with my broken teeth which were leaving big holes in my cheeks and tongue. I was in a bit of a mess. My brother thought I'd given up, which I guess I had really. One day the pain was so bad that I thought 'if God would take me today I'd be quite happy'."

As well as her health problems, Ann was also struggling financially and was worried about how she could afford to buy her family presents for Christmas.

"I was very down," said Ann. "That's why I was so grateful for the support that Chris has given me from the Red Cross. He helped me emotionally as well as with practical things. Meeting Chris was marvellous."

Chris is a support worker at the Red Cross Community Support Service. He began providing weekly visits to Ann last November when she was at her lowest point. The aim of the service is to support vulnerable and isolated people over the age of 50. Support workers' pay visits to older people for up to 12 weeks, setting and implementing plans to help them build confidence and independence and combat loneliness by re-introducing them to their community and linking them up with local services and social groups of interest.

Chris explained: "After Ann's initial visit, we set three goals to reach by the end of the 12 weeks of support. The top priority was to get Ann to see a dentist as she wasn't eating properly and was in constant pain. We also agreed we would look at her finances and also see about getting her out and about again."

Chris began to make enquiries on Ann's behalf about local NHS dentists who were accepting new patients but also someone who would be sympathetic to Ann's fears. Luckily, a suitable dentist was found just a mile away from Ann's home and an appointment was made.

Ann said: "I was so anxious about that first visit to the dentist. I honestly don't think I could've gone through with it without the Red Cross. They came and picked me up, drove me to the surgery and sat next to me while I had the work done. I kept looking over to check that they were still there – if I could see them sitting in the chair I felt ok. The dentist was marvellous too – he really put me at ease and the whole experience was much easier than I'd been imagining.

"I honestly thought I would need to have all my teeth taken out, but they only took six and fitted me with some new ones. When I got home I stood in front of the mirror and smiled and smiled!"

Chris has since accompanied Ann on follow-up appointments with the dentist but has witnessed a real change in her over the weeks. So much so that Ann now says Chris doesn't need to come with her any more as she is no longer anxious.

Since Ann began receiving support, her health has improved remarkably and Chris' referral to the Citizen's Advice Bureau has helped Ann reorganise her finances. With Chris' help she has also arranged for support with shopping and cleaning which allows her much more independence.

Ann couldn't be happier: "After getting my teeth sorted I feel like a different person. The Red Cross has put me back on-track and I can't thank them enough. Without Chris' help I'd be either dead or still sitting in my chair in constant pain.

"I'm getting out and about a lot more now and go to the hairdressers once a week. I also enjoyed Christmas dinner at the local Church where I met lots of old friends and will be joining some of them at the day centre next week. The Red Cross has made an enormous difference to my life."