



A governance handbook for members of Wrexham's Public Services Board

June 2019

The Wrexham Public Services Board will strive to be a strong and strategic partnership that co-produces better outcomes for Wrexham. Doing things differently will mean communities, stakeholders and organisations will come together around the five ways of working (long term working, prevention, collaboration, involvement and integration). The PSB well-being plan will enable partner organisations to shape their business plans towards long term sustainability.

Version control number and date	Details of update
V1 March 2016	
V2 June 2019	Review of TOR

Leading the way

The Wrexham PSB will be responsible for leading the way, so that organisations and communities really focus on what we need to do together to improve well-being across Wrexham County Borough, as set out in the well-being plan.

These Terms of Reference govern how members will work together in the best long term interests of people in Wrexham. Agreeing to represent an organisation on the PSB is a huge shared responsibility. PSB members commit to always behaving in a way that is honest, open and professional, supporting straightforward governance structures and ensuring that these mechanisms are regularly reviewed so they are fit for purpose.

What will the PSB do?

The Wrexham Public Services Board will bring organisations, stakeholders and the community together, and will:

- Ensure each partner organisation supports the continued growth of well-being with resources, time and energy
- Ensure that the people who sit round the table bring the best range of insights, constructive challenge, data and solutions to the PSB.
- Unblock barriers where collaboration is not making enough progress
- Provide long term commitment from organisations and senior leaders.
- Enable closer working relations between organisations – from back to the floors to secondments to co-production
- Regularly review the effectiveness of multiagency partnership working
- Take steps to clearly maximise our contribution to each of the well-being goals
- Ensure that the business plans of each partner clearly contribute to the PSB well-being plan
- Work with other organisations across Wales to learn from their best practice and good ideas.
- Manage the programme boards, by ensuring that the priority areas are shaped by community involvement and tackled by people who will get things done
- Ensure we actively work with the Future Generations Commissioner, Welsh Government, the Wales Audit Office as well as regional bodies and partnerships.

Making it happen

There are five ways of working that public services need to think about when planning and delivering their work. 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 in Wrexham.

Embracing these ways of working is really crucial for the Public Services Board in Wrexham, and is a considerable change to how we have worked together in the past.

	What this means to us:
Long-term - we need to work in a way which meets our current and short-term needs, making sure that we build plans which will improve Wrexham in the long-term	Focus on building social capital and social assets in Wrexham, so that we develop what we've got. Have a clear idea of what we want our destination to look like and then break down into the milestones to get there.
Prevention - we need to make sure that our actions are effective at preventing problems from happening.	Keep discussing what needs to be done to enable people and communities to be confident, happy and strong will automatically engage with people at the beginning of the process. This will ensure that systems develop which support true co-production at the heart of service design.
Integration - we need to develop actions which contribute to different well-being goals, to make the most impact on people's lives	Sharing approaches to procurement and commissioning, performance management, risk management, asset management, workforce planning and corporate planning will start to realise multiple benefits. Doing the basics well will mean that the well-being plan sits at the heart of what each PSB partner does.
Collaboration - we should work together to develop our way forward	Focus on effective partnerships that are outward facing and influence nationally and regionally. Review how we work, so that we don't drown in process, procedures, subgroups and existing systems.
Involvement - we should work with	Really get to know our communities, their

people and communities to develop and deliver our actions.	assets and their needs through evidence, stories, anecdotes and lived experience. Work quickly, focus the right actions on the right people, and make sure that the best placed people get involved.
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Getting things done - our multi agency team (MAT)

The PSB will be supported by a management team which will:

- Help to build the ongoing understanding of the five ways of working
- Ensure the PSB maintains high standards of governance and accountability
- Ensure that the relevant programme boards progress delivery of their action plans
- Build awareness of the role of the Wrexham PSB
- Support the growth of partnership working between the PSB organisations
- Align the PSB with other governance structures at a local, regional and national level
- Make sure the PSB responds to any requests from the Future Generations Commissioner, Welsh Government or the relevant WCBC scrutiny committee.

The MAT will support innovation by:

- Acting as systems challengers/disruptors/adapters
- Identifying, researching and highlighting ideas and evidence
- Highlighting opportunities for integration between partner organisations (quick wins, and longer-term projects)
- Highlighting who can we work with at a regional level
- Managing our evidence base
- Managing our ongoing consultation with the public
- Reporting progress against indicators to PSB and the residents of Wrexham
- Producing the well-being plan annual report

The MAT will ensure that PSB partners work together to:

- Make sure that preventative action is the clear focus of policy challenges
- Review our multi-agency working, share and develop good practice.
- Map out, develop and implement referral mechanisms – from low level information sharing to formal partnerships
- Ensure that multiagency working is structured around the five ways of working

The MAT will update this handbook annually

Terms of Reference¹

Wrexham Public Services Board (PSB) is a statutory body established on 1st April 2016 as a result of the enactment of the Well Being of Future Generations (Wales) Act 2015.

1	Purpose
	The purpose of the Board is to improve the economic, social, environmental and cultural well-being of Wrexham County Borough.
	It will do this by enabling the Well-Being Plan for Wrexham, which will maximise the contribution to the seven national well-being goals: <ul style="list-style-type: none"> • 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
	Sustainable development is the overriding principle of Wrexham PSB's activities. This means acting in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. The PSB will ensure that everything it does is directed by the five ways of working (long term, prevention, involvement, collaboration & integration)
2	Membership
	In addition to the four statutory members defined by the Well-Being of Future Generations Act (2015) ² . Wrexham PSB can invite representation from partners who have a material interest in the well-being of Wrexham in the delivery of the PSB well-being plan ³
	The organisations which currently make up the PSB are listed at the end of the handbook, and this is agreed annually. In order to deliver new well-being projects this could mean additional specialist people joining the Board for an agreed length of time.

¹ These terms of reference have been written to reflect the Shared Purpose: Shared Future statutory guidance on the Well-being of Future Generations (Wales) Act 2015 (SPSF 3: Collective role, Public Services Boards), and were agreed at the first meeting of the Wrexham PSB on 16th June 2016

² Wrexham County Borough Council, Betsi Cadwaladr University Health Board, North Wales Fire and Rescue Service, Natural Resources Wales

³ Town and Community Councils, Public Health Wales NHS Trust, Community Health Councils, Areas of Outstanding Natural Beauty (AONB), Higher Education Funding Council for Wales, Further or Higher Education institutions, Arts Council for Wales, Sports Council for Wales, National Library of Wales, National Museum of Wales, County Voluntary Council.

	Each organisation has an equal vote, and will be represented by one representative or a substitute with delegated authority to make decisions.
	An additional officer from a partner organisation may be required to attend meetings to support their nominated representative, at the discretion of the Chair of the PSB.
3	Quorum
	The four statutory members of the PSB need to be present at a PSB meeting for it to be quorate.
4	Mandatory Meetings
	The PSB will hold a “mandatory meeting” chaired by Wrexham County Borough Council no later than 60 days after each subsequent ordinary election of Councillors.
5	Roles and responsibilities
	The TOR will be collectively agreed at the annual meeting.
6	Chair and Deputy
	PSB members will appoint a Chair and a Deputy Chair at the mandatory meeting
	The Chair will be responsible for: <ul style="list-style-type: none"> • making sure that the PSB contributes to the regional & strategic agenda • ensuring that PSB meetings are effective, useful and run to time • leading the MAT to make sure that the governance is robust • ensuring the PSB work plan is delivered • working with the PSB officer to co-ordinate how the PSB delivers the well-being plan actions
	The Deputy will: <ul style="list-style-type: none"> • Act as the Chair’s substitute as required at PSB meetings as well as at external meetings • Co-ordinate the work of the Programme Boards to ensure they are on track to deliver the actions of the well-being plan.
	The Chair and Deputy will have a pre-meeting prior to each meeting of the PSB.
	There is an expectation that all partners will be Chair at some point, not just the statutory partners.
	The Chair and the Deputy Chair will serve for a maximum of three years.
	There is no requirement for the Deputy Chair to automatically be elected Chair, but the Board will have an active process of succession planning, so that the Chair and Deputy don’t stand down together.
7	Remaining members
	Remaining PSB members have the responsibility to: <ul style="list-style-type: none"> • Play an active part in the PSB meetings, making an effective contribution

	<p>to the PSB work plan</p> <ul style="list-style-type: none"> • Commit to the personal training and development needed to work differently • Build the links between their organisation and the PSB well-being plan
8	Ordinary Meetings
	Ordinary meetings of the Wrexham PSB will take place, as a minimum, four times a year (approx. every three calendar months).
	<p>Each meeting will consider, but not be limited to, the following agenda items:</p> <ul style="list-style-type: none"> • Welcome and apologies • Minutes of the last meeting • Progress on well-being objectives • Forward work plans
9	Annual Review Meeting
	An email request from the Chair for nominations to the posts of Chair and Deputy will be made one month before the Annual General Meeting.
	<p>This meeting will be in June each year, where the following will be signed off:</p> <ul style="list-style-type: none"> • the Chair and Deputy Chair • any changes to the Terms of Reference • attendance, priorities, programme board membership, resources, training and development, annual report
10	Attendance
	A register will be taken at each PSB meeting and published at the annual review meeting, as well as posted on the PSB website as part of the minutes.
11	Priorities
	<p>The annual review meeting will:</p> <ul style="list-style-type: none"> • review progress and agree priorities and workload for the coming year. • review the effectiveness of the programme boards • determine if actions within action plans need to be reassigned.
12	Programme boards
	The programme boards will deliver the well-being actions needed for each selected priority. It will be up to the Programme Board to organise itself, and use the appropriate ways of working to deliver the intended outcomes.
	Each programme board of Wrexham PSB must include at least one member of the PSB, who will then feedback progress to the quarterly PSB meetings
13	Resources
	WCBC is legally responsible for providing core support to the PSB. This is defined as ensuring the board meets regularly, preparing the agendas and commissioning papers, managing attendance, ensuring that an annual report is produced and preparing any evidence requested by the relevant WCBC Scrutiny Committee.
	The PSB will agree how the Multi Agency Team and the programme boards are

	to be resourced at the annual review meeting.
	The PSB partners will agree to a joint resource plan to support the delivery of the well-being plan actions. This is over and above the day to day costs of the PSB. The level of resources time - financial, matched and in kind will be reviewed and agreed annually
14	Training and Development
	The MAT will work with the PSB to ensure that Board members have access to training and development opportunities
	A training register will be kept outlining the development opportunities that are available to Board members as well as attendance at mandatory training.
15	Citizen Involvement
	The PSB's citizen focus means it will engage in a purposeful relationship with the people and communities in the area, including children and young people, Welsh-speakers and those with protected characteristics, in all aspects of its work. The PSB and the programme boards will co-produce delivery plans with the relevant communities as much as is possible.
	Interested parties can be invited to make presentations to the PSB on any items that are being considered. The PSB will 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.
	The PSB will take additional steps outside of meetings to ensure that the public voice is heard and helps to shape the delivery of the well-being plan. This will be through partners contributing to the consultation process which is led by WCBC
	The PSB is subject to scrutiny through the Council's Customers, Performance, Resources & Governance Scrutiny Committee and this process provides a further route for public engagement.
16	Annual Report
	The PSB will prepare and publish a report no later than 14 months after the publication of its first local well-being plan. This will enable the PSB to report on the full year's activity.
	Subsequently, the PSB will publish an annual report no later than one year after the publication of each previous report
	In the year following an ordinary local government election, when a new local well-being plan is being prepared and published, the PSB will not produce an annual report.
	The Annual Report will set out the steps taken since the publication of the PSBs most recent local well-being plan to meet the objectives set out in the plan. It can also include any other information the PSB thinks would be appropriate.

	A copy of the Wrexham PSB Annual Report will be sent to the Welsh Ministers, the Commissioner, the Auditor General for Wales and Wrexham Council's Customers, Performance, Resources & Governance Scrutiny Committee.
17	Scrutiny
	The role of scrutiny is to provide challenge and support in order to secure continuous improvement for Wrexham PSB.
	In order to assure democratic accountability there is a requirement for a designated local government scrutiny committee of the relevant local authority to scrutinise the work of the public services board. The Council has designated the Customers Performance Resources & Governance Scrutiny Committee (CPR&GSC) with overall responsibility for scrutiny of the PSB.
	The CPR&GSC and the PSB have agreed a protocol for PSB scrutiny. These local arrangements allow for the work of the PSB in relation to its Well-being priorities to be delegated to the appropriate scrutiny committees.
	The scrutiny committees can require any member of the PSB to give evidence, but only in respect of the exercise of joint functions conferred on them as a member of Wrexham PSB.
	The scrutiny committee (s) must send a copy of any report or recommendation it makes to the Welsh Ministers, the Commissioner and the Auditor General for Wales.
	Welsh Ministers have a power to refer a PSB plan to the local scrutiny committee if it is not considered sufficient. For example, due to an adverse report by the Future Generations Commissioner for Wales or a concern statutory duties are not being met.
18	Governance and Accountability
	While Wrexham PSB must review these terms of reference at the mandatory meeting, the PSB will also review, and agree the terms of reference on an annual basis
	In the event of a disagreement between members it is the responsibility of the chair to mediate an agreement and to ensure that this is presented to the next available meeting of the PSB or to a special meeting if needed.
	The MAT to keep the PSB risk register up to date, and report this annually to the WCBC Scrutiny Committee at the same time as the annual report.

Who is on Wrexham PSB?

		2019/20	Chair Deputy	Stat
1	Association of Voluntary Organisations Wrexham (AVOW)	John Gallanders		
2	Betsi Cadwaladr University Health Board	Gary Doherty Rob Smith		S
3	Coleg Cambria	Sue Price		
4	DWP	Lynne Moore Amanda Aldridge		
5	HMP Berwyn			
6	National Probation Service	Andy Jones Claire Mooney		
7	Natural Resources Wales	Lyndsey Rawlinson Mark Hughes	C	S
8	North Wales Fire and Rescue Service	Simon Smith		S
9	North Wales Police	Mark Pierce		
10	Public Health Wales	Angela Tinkler Rebecca Masters		
11	Wales Community Rehabilitation Company	Judith Magaw		
12	Welsh Government	Sioned Rees		
13	Wrexham County Borough Council	Cllr Hugh Jones Ian Bancroft Ian Roberts	D	S
14	Wrexham Glyndwr University	Nina Ruddle		