
Keeping regional partnership working under review with local partners
Final report – January 2024

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Foreword

We are pleased to present this report, which sets out the outcomes of our engagement with strategic partnerships across Wales. This meets an important Programme for Government and Cooperation Agreement commitment, reflecting our shared vision of a more collaborative, effective and resilient public service landscape.

This report reflects a collegiate partnership approach between Cooperation Agreement partners reflecting a mutual desire to simplify partnership working. Working across organisational boundaries as One Welsh Public Service is the only way we can tackle complex issues such as well-being, integrating health and social care, mental health, substance misuse, etc. We recognise the value and potential of partnership working, as well as the challenges and complexities involved.

We are grateful to the chairs of partnership who were part of this process for their openness, honesty and insight, as well as the examples of good practice and innovation they shared.

We also want to pay tribute to the hard-working officers of all the organisations supporting partnerships in public services in Wales. Their dedication, professionalism and creativity have been vital to ensuring that partnerships deliver real benefits for people and communities, especially during the unprecedented challenges of the covid pandemic.

Local leadership is essential to successful partnership working, and we commend the progress that has been made by many partnerships in streamlining their structures, aligning their priorities, improving their governance and enhancing their engagement. We also recognise that there is more work to be done to address some of the barriers and issues that still hinder optimal partnership working, such as duplication, bureaucracy, accountability and capacity.

We hope that this report will help to stimulate further discussion and action among partners at all levels, and that it will support the continued improvement and simplification of partnerships in Wales.

Rebecca Evans MS Minister for Finance and Local Government	Cefin Campbell MS Designated Member for Plaid Cymru
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Executive Summary

The Welsh Government's Programme for Government includes a commitment to '*Keep regional partnership working under review with local partners*'. The Minister for Finance and Local Government, together with the Plaid Cymru Designated Member, met with the chairs of a range of strategic partnerships to test progress since the [Review of Strategic Partnerships](#) reported in June 2020, as well as reflect on opportunities and barriers to simplifying partnerships, and how to accelerate progress.

The key findings from this process were:

- There has been progress in some regions and between some partnerships since the previous review reported in 2020;
- There are regional variances in the extent to which partnerships are aligned and connected. In part, this reflects local choices about how to align strategic partnerships, but there is some inconsistency with how partnerships connect to the multi-purpose partnerships and some single-purpose partnerships feel they are not sufficiently connected to other partnerships;
- As with the 2020 review, there was no support for standing down partnerships or national level re-alignment of partnerships. The principle of locally-led changes to partnerships was supported;
- Relationships are vital for effective partnership working, and partnerships *can* give a structure to, and build, effective relationships. Effort is required to create successful collaborations;
- Local leadership can determine the success of partnership working. Making decisions to prioritise the wider public value rather than putting organisational commitments first is a leadership challenge;
- Being specific about the outcomes sought from partnerships, transparency and visibility were seen as important. This improves public understanding of the purpose of partnerships and enables other partnerships to understand how they can work together towards mutual goals.

The challenges for the Welsh public service are complex and require multiple public bodies to work closely together to tackle them. Strategic partnerships provide a mechanism for public services to work together for mutual benefit. There are also common interests across partnerships, for instance housing, substance misuse, safeguarding and community safety can adversely affect some communities more than others.

The challenge, then, is knowing how to make those connections and making the decision to invest in partnerships, resourcing them appropriately. Understandably,

leaders seek clarity on the specific added value of partnerships before investing time and effort. They also seek to own the decisions on how to make these connections, taking account of local leadership, local structures, and local priorities.

Some partnerships have made progress since the initial Review of Strategic Partnerships in 2020. Others have experimented with ways of making connections which may not have sustained. This exercise confirms that there are lessons to be shared from all efforts to simplify partnership arrangements. There are also some fundamental steps that can be taken to make this task more achievable. This report provides insight into the specific challenges and proposes practical actions to support future changes.

Introduction

1. The Welsh Government's [Programme for Government](#) includes a commitment to 'Keep regional partnership working under review with local partners'. This commitment also forms part of the [Co-operation Agreement](#) between Welsh Government and Plaid Cymru.
2. In fulfilling this commitment, the Minister for Finance and Local Government, together with the Plaid Cymru Designated Member, conducted an extensive engagement exercise with the chairs of a range of strategic partnerships to gather reflections on progress since the [Review of Strategic Partnerships](#) reported in June 2020.
3. This report summarises the findings of that engagement exercise, sets out conclusions on progress made in streamlining and aligning partnership working, and presents recommendations for next steps.

Background and context

4. Partnership working is a practical application of the sustainable development principle set out in the Well-being of Future Generations (Wales) Act 2015. Working collaboratively, integrating objectives and involving others enables public services to look to the long term and maximise their contribution to the well-being goals.
5. In November 2018, the WLGA Council developed its own set of [collaboration principles](#) describing how members would work with each other and other public services.
6. However, while partnership working is considered critical to effective public services, the partnership landscape in Wales has often been described as complex, with concerns raised about overlapping objectives and duplication of activity which could be limiting partnerships' effectiveness and efficiency. This reinforces the case for keeping regional partnership working under review to ensure it is efficient, streamlined and provides appropriate democratic accountability and control.

Review of Strategic Partnerships 2019-20

7. A Review of Strategic Partnerships was undertaken jointly by the Welsh Government, Welsh Local Government Association and Welsh NHS Confederation in 2019-20, following a [recommendation by the Working Group on Local Government](#).
8. The review team considered the broad partnership landscape to identify the key areas where it was felt there was unnecessary complexity or duplication, and

opportunities for simplification and rationalisation in a focused and pragmatic way.

9. The [Review of Strategic Partnerships final report](#) made eleven recommendations reflecting practical actions to simplify the partnership landscape, but concluded there was no support for standing down any specific partnerships and the focus should be on partnerships being supported to simplify their own arrangements locally. It noted that in some parts of Wales, this had already happened.
10. The recommendations from the review were clear that it is for local partnerships to lead on aligning partnerships in their area, with Public Services Boards and Regional Partnership Boards taking a strategic leadership role, and Welsh Government offering facilitation support. The report also recommended that Partnership Council for Wales should periodically review the partnership landscape to consider whether, when and where Welsh Government policy or legislative change may be required. The recommendations were [accepted by the Partnership Council for Wales in June 2020](#).
11. Following the Review, the then-Minister for Housing and Local Government wrote to chairs of strategic partnerships to ask that they consider the recommendations it set out. The Minister also confirmed to strategic partnerships that they have the flexibility to review their own arrangements and to put in place the arrangements that make most sense in local circumstances. Such arrangements may be formal or informal, and flexibilities could include sharing of resources between boards, joint meetings, shared outcomes or even some form of merger. The only constraint specified was that partnerships must continue to meet existing statutory requirements.
12. The then-Minister also offered resource to facilitate discussions between any partnerships wishing to review how they can simplify partnership working, and Welsh Government has committed to considering the existing partnership landscape before any new arrangements are put in place.

Programme for Government Commitment - Keep regional partnership working under review

13. The work to fulfil the Programme for Government / Co-operation Agreement commitment to 'keep regional partnership working under review with local partners' has been undertaken in a proportionate and pragmatic way, aiming to build on the work of the Review of Strategic Partnerships of 2019-20, and recognise the work underway to align partnerships in the regions. The key principle underpinning the commitment is that any changes to partnership arrangements should be led locally, and driven by what works best based on local priorities and existing relationships.
14. The Minister for Finance and Local Government and the Designated Member met with the chairs of a range of strategic partnerships to gather reflections on progress since the Review of Strategic Partnerships reported in June 2020. The

aim of this engagement exercise was not to repeat the full review undertaken previously, but rather to 'check-in' on whether the findings and recommendations of that review remain relevant, to learn about progress and whether / what further action might be needed.

15. A semi-structured approach was taken to each of the discussions, with three key areas explored:-

- Activity undertaken, or planned to ensure the partnership is aligned with the work of other partnerships in the area;
- Opportunities and barriers locally to better aligning partnerships;
- Options to accelerate progress in aligning partnerships.

16. The partnerships in scope for the engagement exercise were largely those identified in the original Review of Strategic Partnerships.¹

17. The Minister for Finance and Local Government and Designated Member met with chairs of the following partnerships as part of the engagement exercise:-

Strategic Partnerships (multi-purpose)

- Public Services Boards
- Regional Partnership Boards

Strategic Policy Partnerships (single purpose)

- Area Planning Boards
- Community Safety Partnerships
- Regional Safeguarding Partnerships
- VAWDASV Partnerships

18. Welsh Government officials met separately with Regional Development Co-ordinators supporting Regional Housing Support Collaborative Groups (RHSCGs), and strategy leads for regional Mental Health Partnerships, two other partnerships in scope of the original Review, in lieu of ministerial meetings with chairs.

¹ Regional Skills Partnerships (RSPs) were part of the original Review of Strategic Partnerships, but it has been agreed to remove them from scope for this exercise and future reviews of regional partnership arrangements. RSPs exist to provide intelligence on skills needs to other partnerships such as City and Growth Deals. They do not directly deliver on policy or actively collaborate with other partnerships to deliver a service.

19. **Annex A** outlines the mechanisms by which each of the partnerships in scope of the engagement exercise was established, their purpose, membership and footprint.
20. During the discussions with partnership chairs, the Minister for Finance and Local Government reaffirmed the commitment to work with partnerships to simplify and rationalise arrangements in their area where appropriate, and reiterated the offer of facilitation support for partnerships to reflect on their alignment.
21. The effectiveness of individual partnerships was not in scope of this commitment. The exercise was to understand activity and progress to simplify and rationalise partnership arrangements *across* the landscape. However, it was noted that a number of reviews that may impact on the individual strategic partnerships are planned or underway, for example:-
- The Home Office is undertaking a [review of Community Safety Partnerships](#), following a recommendation arising in a review of Police and Crime Commissioners;
 - The Minister for Climate Change has agreed that further work is carried out to consider the role of the Regional Development Co-ordinator and the Regional Housing Support Collaborative Groups;
 - Work is underway to develop a new Together for Mental Health Strategy, which may affect how Mental Health Partnerships work in future.
 - Consultation is underway on actions to [strengthen Regional Partnership Boards](#), including changes to regulations and statutory guidance.
22. While mindful of the work ongoing, it is reasonable to draw conclusions on the framework for, and principles of, partnership working across regions based on the engagement undertaken.
23. Corporate Joint Committees (CJCs) were established on 1 April 2021 under Part 5 of the [Local Government and Elections \(Wales\) Act 2021](#) to provide a mechanism to support regional collaboration between local authorities in Wales. Since June 2022 all four CJCs have exercised functions in relation to regional transport planning, strategic land use planning and economic well-being. As they are collaborative vehicles for local authorities – and not multi-agency partnerships – they have been considered out of scope for this review. Welsh Government is, however, continuing to engage closely with CJCs to support their ongoing implementation. Audit Wales have included consideration of CJCs in their forward work programme.
24. Separately, the Welsh Government recently worked with local authority partners to deliver its Programme for Government commitment to consider how to reduce the administrative burden on local authorities and published an [update](#) in May 2023. Fieldwork noted that there was effort in supporting partnerships and producing required reports, and there could be resource savings to simplifying these processes.

Findings of engagement exercise to keep regional partnership working under review

25. An analysis of the key findings emerging from the engagement exercise with strategic partnerships is set out below.

Partnerships are reviewing their alignment, and connections, with other partnerships within their regions

26. The evidence gathered from engaging with strategic partnerships suggests that the findings and recommendations from the Review of Strategic Partnerships report in 2020 remain relevant, and that there has been some progress in aligning and streamlining partnership working since then.

27. There is broad agreement that partnership working is essential, and the relationships built through partnership structures have been of value in responding to the challenges faced over recent years, such as the Covid-19 pandemic and providing support for the people of Ukraine, with the partnerships giving a 'framework for resilience'.

28. There is a strong sense of local ownership of partnerships, with some regions (to differing degrees) working to identify the right approach for their region (and recognising that this might not be the same in all parts of Wales), rather than specific calls for Welsh Government intervention. Some partnerships are reviewing their alignment, and connections, with other partnerships within their regions. In some cases, this has resulted in decisions to merge partnerships, in others it has been focused more on better understanding the work of the various partnerships in their region, or reviewing their ways of working and terms of reference.

29. Examples given of activity undertaken to align the work of the strategic partnerships included:-

- Five Public Services Boards (PSBs) (Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen) formally merged to become Gwent PSB in 2021, on the same footprint as the Regional Partnership Board (RPB).
- Review of community safety is underway in Gwent following the merger of PSBs.
- Cwm Taf and Bridgend PSBs merged from May 2023. This involves consolidating governance structures and looking at alignment with Community Safety Partnerships and the RPB to avoid duplication.
- Flintshire and Wrexham PSBs merged from January 2023, following effective joint working during the pandemic.

- North Wales undertook a partnership review in 2019 to rationalise and streamline partnerships, leading to the North Wales Leadership Board.
- North Wales statutory board chairs now meet to discuss key areas of policy and legislation, giving due regard to each other's areas of business, to make the connections and avoid duplication.
- North Wales have merged the VAWDASV partnership with the Modern Slavery Partnership to make a Vulnerability and Exploitation Board – this was described as helping the board focus on vulnerability and exploitation as one agenda for strategic and planning purposes.
- Adults and Childrens Safeguarding Boards have aligned in regions across Wales and operate as a single Regional Safeguarding Board in each region. This was described as 'seamless'; one meeting with a focus on adults or children as required.
- North Wales had a joint working group to collate one set of data for the population needs assessment under the Social Services and Well-being (Wales) Act 2014 and the well-being assessment under the Well-being of Future Generations (Wales) Act 2015.
- Cardiff PSB, working in partnership with Cardiff and Vale Regional Partnership Board has undertaken work to review partnership priorities and delivery arrangements.

30. Some PSBs and RPBs are taking steps to work more closely together, e.g. Gwent PSB and RPB Chairs meet regularly to discuss priorities and how the two boards are aligning; and Cwm Taf PSB and RPB chairs sit on each other's boards, with respective co-ordinators also working in the same team.

31. There was some evidence of partnerships joining up to share information to inform planning by the respective partnerships. It was suggested at the meeting with PSB chairs that an online repository to share learning, practice and plans would be a practical solution for all partnerships.

Inconsistent alignment between multi-purpose partnerships and single purpose partnerships

32. There are regional variances in the extent to which partnerships are aligned and connected, particularly connections between the single purpose partnerships and the single purpose partnerships' connection with the multi-purpose partnerships.

33. Across Wales, the extent of the connection between partnerships varies, with some connecting more to PSBs or RPBs, and some feeling they are not connecting sufficiently with one of these.

34. Some single-purpose partnerships were reasonably well-connected with other relevant partnerships, e.g. Community Safety Partnerships and PSBs. However, the Regional Housing Support Collaborative Groups and the Mental Health Partnerships reflected that, generally, they were less aware of how their work

connected with some other partnerships, even though there would be overlap of interests e.g. in respect of supporting vulnerable people.

No consistent view on optimum footprint or number of partnerships

35. There was recognition that the partnership landscape can be complex, and that simplifying it could bring benefits, but that this is also challenging as there is no *'one size fits all'*. There were differing views on whether to merge or integrate partnerships, sometimes within the same type of partnerships, and generally scope for local determination was appreciated. Some chairs noted that it is their role to ensure there is no duplication, and strong relationships and clarity on the outcomes sought are crucial.
36. It was acknowledged across all the engagement with strategic partnerships that there is some commonality of interests with one or more partnerships. There were different views on how to manage it. Where this was explicitly discussed, a minority expressed that there were, perhaps, too many partnerships, with consistent themes being looked at and potential duplication. Others felt partnerships have different roles and perspectives in relation to an issue, and there is an opportunity to bring different expertise together across the partnerships. A small minority felt that single purpose partnerships could be merged or integrated more closely, although others felt that there was a potential for the focus on specific, important issues to be lost if this happened.
37. The reporting lines, where relevant, for a partnership was an issue brought up in a number of the meetings. Some single purpose partnerships felt a more natural or developed alignment to RPBs, others to PSBs. Sometimes these connections were not formalised or consistent.
38. Regional Safeguarding Boards were unanimous that they should remain standalone and not become subsumed into another partnership or be seen in a hierarchy, due to their responsibility to hold other partnerships to account on safeguarding matters. There was a view from Community Safety Partnerships that there needs to be a clear line of sight and better connection between safeguarding, community safety and Regional Partnership Boards.

Relationships and individual leadership are key

39. It was noted that good relationships are vital for effective partnership working, but also that partnerships *can* give a structure to, and build, effective relationships. One chair commented that the biggest barrier to effective partnership working is people prioritising organisational commitments, and another talked about issues being compartmentalised in their region due to accountability arrangements to their own organisations.

40. At the meeting with PSB Chairs, in particular, it was suggested that the focus should be on building relationships rather than designing new structures. This was echoed during the Partnership Council for Wales meeting in March 2023.
41. Using people's time to best effect, and recognition that some people attended various different partnership meetings was brought up at many of the engagements with partnerships. This was not always viewed negatively, with some finding that this is helpful in their role, enabling them to make connections with shared agendas and avoid duplications in their work.
42. Having the appropriate seniority of decision-makers attending was a consistent message, with a minority feeling this is not always achieved (with a consequential impact on decision-making). Ensuring that there is sufficient officer support for the partnerships was also a consistent theme, with this seen as critical to making sure work moves forward in a structured and accountable way, providing resilience for chairs. There was some concern about whether there was sufficient officer capacity to best service partnerships.

Value seen in local determination and flexibility, and sense of local responsibility

43. Stability was highlighted as particularly important by some, and allowing local areas to evolve and align partnerships as they think best is still a strong message as it was in the Review of Strategic Partnerships. Comments such as '*...the solution is different for different parts of Wales,*' and '*...more than anything else we need stability*', were put forward.
44. It was generally felt that, with good relationships and clear priorities, partners were best placed to determine what is needed in terms of alignment in a region. There was no specific or consistent call for Welsh Government to intervene in relation to aligning or streamlining partnerships. Several chairs, from different partnerships and regions, described how the local relationships are mature enough to make decisions on where to align and connect with other partnerships, although there was also recognition of difficulties that arise where there are not quality relationships.
45. Partnership chairs also commented that, while local determination is appreciated, there should be certain standards set nationally to avoid variation. Meetings with officer-level partnership representatives would suggest that more clarity on the connections between partnerships, and respective responsibilities would be beneficial.

Focus on outcomes, and using these to determine respective responsibilities

46. The importance of being specific about the outcomes sought and the purpose of the partnership was a message that arose in around half of the meetings with chairs. Transparency and visibility were also valued, echoing the

recommendation of the original review for strategic partnerships to publish basic information such as terms of reference, purpose, and key actions / outcomes.

Conclusions

47. The findings from the engagement exercise with strategic partnerships show some clear progress since the Review of Strategic Partnerships reported in 2020. There was evidence of partnerships making use of flexibilities to organise themselves differently where it makes sense locally to do so. There was also recognition that there is more to do, and indications that some areas might need more support for this, but that there is generally sufficient maturity within partnerships and regions to make the right decisions for their areas on the best footprint and alignment.
48. As with the earlier review, there was no call during this exercise for Welsh Government to lead, or legislate for, structural change. Instead there was broad continued support for the principle that *'Any changes should be locally led, driven by what works best and based on local priorities and existing relationships.'*
49. A subtle but significant difference from earlier assessments is that the findings of this exercise did not disproportionately focus negatively on the complexity of the landscape across Wales, but instead highlighted how regions were defining the right approach depending on local circumstances and seeking to build connections and relationships. The engagement approach taken with strategic partnerships did not allow for an in-depth analysis or map of how each of the relevant strategic partnerships aligned with each other on local or regional footprints. However, it was evident from the meetings with strategic partnerships that more work is needed to ensure appropriate linkages between all relevant partnerships, and there may particularly be a need to support some single purpose partnerships with overlapping interests to connect in some areas.
50. The partnership landscape can be complex, but the issues partnerships are looking at *are* complex, multi-faceted, and require a multi-agency response. This was noted by the partnerships themselves, with recognition of the need to understand each other's priorities and objectives.
51. There is much to learn from activity undertaken and underway, and a message from the engagement activity was that partnerships welcomed the opportunity to meet with others to reflect on their respective approaches. The experience and growth of partnership working through the Covid-19 pandemic should also be harnessed to inform future practice.

Proposed areas for collective action

Theme 1: Collective responsibility for the effectiveness and efficiency of the partnership landscape

52. It is acknowledged that there will always be changes on the horizon which might impact on regional partnership arrangements. Responding to this is rightly in the hands of local and regional leadership, adapting their partnership working approach, and using the flexibility they have, to reflect current priorities as well as working long term for the people of the area.
53. Periodic proportionate review of the landscape from a national perspective at reasonable intervals should complement this, enabling effective practice at a regional level to be highlighted and shared, as well as any opportunities or barriers to be identified and acted upon appropriately.
54. The Partnership Council for Wales, as a primary means of engagement between Welsh Government, local authorities and partners, is well placed to make the connection between local and national issues and provide national leadership for effective partnership working.

Theme 2: Local leadership for effectiveness and efficiency of partnership working

55. Public Services Boards and Regional Partnership Boards are the main strategic partnerships on local or regional footprints. They contain the senior leaders of those organisations who would benefit from clearer lines of sight with the other partnerships. The optimal arrangements for sharing information or 'reporting lines' need to be agreed with the PSBs and RPBs. The detailed work of deciding those arrangements is best led, or commissioned, by these strategic boards to provide the best chance of simplifying regional arrangements.
56. All partnerships – indeed, all boards – should undertake regular reviews of its own membership and terms of reference. This helps test whether, and how, the board is meeting its purpose, and provides an opportunity to ensure that the seniority of members reflects the decision-making required of members. Partnership members are drawn from multiple organisations and it is, therefore, that there is mutual understanding what is expected from them.

Theme 3: A consistent framework for partnership working

57. The review found that there are likely to be some common principles that could helpfully apply nationally, to guide and facilitate local decisions. These might include confirmation of the strategic partnerships in scope, making public terms of reference of partnerships, deputising arrangements (and authority to make decisions), information sharing protocols, briefing/support for new board members and whether some partnerships should expect to be connected across Wales e.g. between PSBs and RPBs in an area. Much evidence has been gathered in this review, but it is appropriate for the partnerships to determine these principles. The administrative burden of any recommended principles

should be borne in mind. Any such guidance should be shared for mutual consideration.

58. CJs were out of scope in this review as they were still in their formative stages and not multi-agency partnerships. They are regional corporate bodies with broadly similar powers and duties to local authorities. Moreover, the engagement exercise did not raise any issues about CJs and the partnership landscape. However, it is important now they are established that relationships are built, in particular with the multi-agency strategic partnerships. Work to develop principles should take into account the connections with the CJC in that area.

Theme 4: Sharing practice and learning

59. A number of public bodies are already providing support to public services to support sharing of evidence, expertise and experience. For instance, the Wales Centre for Public Policy receive funding to support the distillation and application of evidence for public services, reflecting on the priorities within the local well-being plans. The Co-production Network for Wales is working with PSB clusters to develop skills and knowledge of engaging with, and involving, communities in delivering local well-being plans. Other partners are also sharing their resources to invest in the public services readiness in specific policy themes and/or ways of working under the Well-being of Future Generations Act 2015. There are benefits to the partnership landscape to being clear on understanding the support available across the One Welsh Public Service.

60. More broadly, this review has already shown that those areas which have made progress in simplifying regional partnership arrangements have developed a wealth of experience in terms of what went well – and not so well. This review recommends that these experiences should be shared in a way which all partnerships – and member organisations – can benefit.

Recommendations

61. The following recommendations are intended to support continued collective action to align and streamline partnership working.

Theme 1: Collective responsibility for the effectiveness and efficiency of the partnership landscape			
	Recommendation	Owner	Timeframe
1.	Partnership Council for Wales to have collective responsibility for the effectiveness and efficiency of regional partnership working and	Partnership Council for Wales	Collective responsibility – ongoing. Update to Partnership Council for Wales at

	oversee future reviews of the partnership landscape.		least once per local government electoral cycle.
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Theme 2: Local leadership for effectiveness and efficiency of partnership working

	Recommendation	Owner	Timeframe
2.	As the main multi-purpose strategic partnerships, Public Services Boards and Regional Partnership Boards to provide local leadership for aligning partnership working, including exploring pathways from the single purpose partnerships to the multi-purpose partnerships.	Public Services Boards and Regional Partnership Boards	Annually.
3.	Strategic partnerships to reflect regularly on the alignment of partnerships as part of reviews of its terms of reference, to guard against duplication and maximise opportunities to serve the people in their communities.	Local/regional strategic partnerships	Subject to partnerships' own review of terms of reference.
4.	Partnerships to ensure all members are clear on the role and responsibilities of the partnership, and how partners can most effectively contribute, including how they can make connections where they are members of more than one partnership.	Local/regional strategic partnerships	Ongoing.

Theme 3: A consistent framework for partnership working

	Recommendation	Owner	Timeframe
5.	Core national principles to be developed for aligning partnership working which can be applied regionally – such principles could include, for example, need for clarity on reporting lines ('line of sight'), membership, terms of reference, how to approach overlapping interests, and induction arrangements for new members.	Working group of Partnership Council for Wales to be established to co-develop draft principles and Partnership Council to endorse final principles for sharing with all	By April 2024

		strategic partnerships	
6.	Policy owners to ensure that guidance is clear on how their partnership interacts with other partnerships	Policy owners	Ongoing
Theme 4: Sharing practice and learning			
	Recommendation	Owner	Timeframe
7.	National sharing of practice specifically on aligning and streamlining partnership arrangements in an area.	All public service bodies, Future Generations Commissioner, the WLGA and other representative bodies, Academi Wales, Public Health Wales, Natural Resources Wales, Wales Centre for Public Policy, Co-production Network, Welsh Government	Ongoing

Annex A - Partnerships in scope of engagement exercise

Partnership	Statutory?	Provision	Purpose	Partners	Footprint
Public Services Board	Yes	Well-being of Future Generations (Wales) Act 2015, Part 4	Each public services board must improve the economic, social, environmental and cultural well-being of its area by contributing to the achievement of the well-being goals.	<p><u>Statutory</u> Local authority, relevant Local Health Board, relevant Fire & Rescue authority, Natural Resources Wales.</p> <p><u>Invited</u> Welsh Ministers, chief constable for police area (any part of which falls within the local authority area), police and crime commissioner for the police area, probation, body representing relevant voluntary organisation.</p>	<p>The following PSBs operate on a local authority footprint:</p> <ul style="list-style-type: none"> • Powys • Carmarthen • Ceredigion • Pembrokeshire • Swansea • Neath Port Talbot • Vale of Glamorgan • Cardiff <p>A number of PSBs have merged from a local authority footprint to a wider footprint:</p> <ul style="list-style-type: none"> • Conwy and Denbighshire • Flintshire and Wrexham • Bridgend and Cwm Taf (Rhondda Cynon Taf and Merthyr Tydfil) • Blaenau Gwent, Caerphilly,

Annex A

Partnership	Statutory?	Provision	Purpose	Partners	Footprint
					<p>Monmouthshire, Newport, Torfaen</p> <ul style="list-style-type: none"> Anglesey and Gwynedd Public Services Boards have chosen to collaborate to produce a joint assessment and plan for their areas but not formally merge.
Regional Partnership Board	Yes	<p>Social Services and Well-being (Wales) Act 2014, Part 9</p> <p>Partnership Arrangements (Wales) Regulations 2015 as amended.</p>	<p>Local authorities must work together with Local Health Boards and with other partners who deliver care and support.</p> <p>Purpose is to secure strategic planning and partnership working between local authorities and Local Health Boards and to ensure effective services, care and support are in place.</p>	Local Health Board, Local Authorities (Social Care, Education, Housing), third sector, carers, citizens	Health Board

Annex A

Partnership	Statutory?	Provision	Purpose	Partners	Footprint
Community Safety Partnership	Yes	Sections 5-7 of the Crime and Disorder Act 1998	A legal responsibility for chief executives of local authorities and health boards, chief constables and chief fire officers and chief officers of probation services to work in partnership to prevent and reduce crime and disorder, anti-social behaviour, behaviour adversely affecting the environment, substance misuse and re-offending.	Local Authorities, Police, Youth Justice, Area Planning Board, Fire & Rescue, Probation Service and the Health Board	Local authority
Adult's safeguarding partnership ²	Yes	Social Services and Well-being (Wales) Act 2014, Section 134	Section 135(2) of the SSWA 2014 specifies the objectives of a Safeguarding Adults Board, which are to protect adults in its area who have needs for care and support and who are experiencing, or are	Local authority Social Services, Health Board, Public Health Wales, Police, National Probation Service, Office of the Police and Crime Commissioner, Housing, Third Sector Organisations	Broadly Health Board, the exception is that there is one Regional Safeguarding Board which covers Mid and West Wales, on the footprint for Powys Teaching Health Board and Hywel Dda University Health Board

² In practice, Adult's and Children's safeguarding boards have aligned to make a single Regional Safeguarding Board

Annex A

Partnership	Statutory?	Provision	Purpose	Partners	Footprint
			at risk of, abuse or neglect, and also to prevent adults with needs for care and support from becoming at risk of abuse or neglect.		
Children's safeguarding partnership ³	Yes	Social Services and Well-being (Wales) Act 2014, Section 134	Section 135(1) of the SSWA 2014 specifies the objectives of a Safeguarding Children Board, which are to protect children in its area who are experiencing or are at risk of abuse, neglect or other harm and to prevent children in its area from becoming at risk of abuse, neglect or other harm.	Local authority, Health Board, Public Health Wales, Police, National Probation Service, Office of the Police Crime Commissioner, Housing, Third Sector Organisations	Broadly Health Board, the exception is that there is one Regional Safeguarding Board which covers Mid and West Wales, on the footprint for Powys Teaching Health Board and Hywel Dda University Health Board
Regional Housing Support Collaborative Groups (RHSCGs)	No		As a forum for collaborative working at a regional level,	Local authorities, Health, Probation, Police and Crime Commissioners, Area Planning	Broadly Health Board, the exception is that a single RHSCG covers

³ In practice, Adult's and Children's safeguarding boards have aligned to make a single Regional Safeguarding Board

Annex A

Partnership	Statutory?	Provision	Purpose	Partners	Footprint
			RHSCGs are expected to build close working relationships/links with Regional Partnership Boards (RPBs), so that, where appropriate, services can be jointly commissioned, designed or focused to optimise the complementary purposes of supported Housing, Health and Social Care.	Boards, VAWDASV Regional Partnerships, service user voice, Service Providers and Landlords	Mid and West Wales, on the footprint for Powys Teaching Health Board and Hywel Dda University Health Board
Area Planning Board	No, though brought together previous arrangements which do have a statutory basis	Established in 2010 as part of the new arrangements to deliver the Welsh Government Substance Misuse Strategy 'Working	APBs are intended to provide a regional framework, to strengthen partnership working and strategic leadership in the delivery of the substance misuse strategy; and enhance and	Local authorities, Local Health Board, Substance Misuse Service Providers, Police, Youth Justice, Probation Service, CPS	Health Board

Annex A

Partnership	Statutory?	Provision	Purpose	Partners	Footprint
		Together to Reduce Harm’.	improve the key functions of planning, commissioning and performance management.		
VAWDASV	Yes	Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015, s5 Statutory guidance notes they should seek to work regionally on RPB footprint.	Section 5 of VAWDASV (Wales) Act 2015 requires local authorities and Local Health Boards to prepare a strategy for the local authority area for tackling violence against women, domestic abuse and sexual violence (VAWDASV).	Local authorities, Police, Office of the Police and Crime Commissioner, Health Board, Wales Ambulance Service Trust, Probation Services, Registered Social Landlords, Fire and Rescue Service, Safeguarding Boards, VAWDASV specialist sector partners and voluntary sector organisations	Broadly Health Board, the exception is that there is one VAWDASV partnership Board which covers Mid and West Wales, on the footprint for Powys Teaching Health Board and Hywel Dda University Health Board
Mental Health Partnerships	No, although supports service provision	Links to implementation of:	Implement the <i>Together for Mental Health Delivery Plan</i> and report to the National Mental	Local Health Boards, Local authorities under each health board footprint, and a range of other partners	Health Board

Annex A

Partnership	Statutory?	Provision	Purpose	Partners	Footprint
	borne out of legislation.	Mental Health (Wales) Measure 2010 The Mental Health (Regional Provision) (Wales) Regulations 2012	Health Partnership Board Monitor mental health well-being and mental health services. This includes working with housing, criminal justice agencies, education and linking into existing local partnership groups, such as community safety partnerships.		