### **Public Document Pack**

Penalita House, Tredomen Park, Ystrad Mynach, Hengoed CF82 7PG **Tý Penalita,** Parc Tredomen, Ystrad Mynach, Hengoed CF82 7PG



For all enquiries relating to this agenda please contact Sharon Hughes (Tel: 01443 864281 Email: hughesj@caerphilly.gov.uk)

**Date: 10th June 2021** 

Dear Sir/Madam,

A digital meeting of the **Voluntary Sector Liaison Committee** will be held via Microsoft Teams on **Thursday, 17th June, 2021** at **10.30 am** to consider the matters contained in the following agenda. You are welcome to use Welsh at the meeting, a minimum notice period of 3 working days is required should you wish to do so.

This meeting will be recorded and made available to view via the Council's website, except for discussions involving confidential or exempt items. Therefore the images/audio of those individuals speaking will be publicly available to all via the recording on the Council website at www.caerphilly.gov.uk

#### **PLEASE NOTE**

Arrangements have been made for a pre-meeting of the County Borough Members only, at 10.00am.

Yours faithfully,

Christina Harrhy
CHIEF EXECUTIVE

AGENDA

**Pages** 

1 To appoint a Chair and Vice Chair for the ensuing year.



- 2 To receive apologies for absence.
- 3 Declarations of Interest.

Councillors and Officers are reminded of their personal responsibility to declare any personal and/or prejudicial interest (s) in respect of any item of business on this agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers.

To receive and consider the following minutes: -

4 Voluntary Sector Liaison Committee held on 18th March 2021.

1 - 4

- 5 Caerphilly Cares Verbal Update.
- 6 The Creation of a Gwent Public Services Board.

5 - 12

- 7 Employee Volunteering Scheme Verbal Update.
- 8 Items of interest concerning the Voluntary Sector from Compact Partners.

#### Circulation:

Councillors Mrs E.M. Aldworth, J. Bevan, A. Collis, S. Cook, K. Etheridge, J.E. Fussell, R.W. Gough, Ms J. Gale, D.C. Harse, A.G. Higgs, Mrs T. Parry, Mrs D. Price, Mrs E. Stenner, L.G. Whittle and W. Williams

#### REPRESENTATIVES OF THE VOLUNTARY SECTOR:

Parent Network, Barod Cymru, Blaenau Gwent and Caerphilly Care & Repair Cymru, Cruse in Gwent, Menter Iaith Sir Caerfilli, Abertridwr Community Church, Vanguard Caerphilly, The United Reformed Church, Charter Housing, Oakdale Community Centre, The Youth Centre, Cefn Hengoed, SSAFA Gwent, Homestart Cymru, Groundwork Wales, Right From The Start, Caerphilly and Blaenau Gwent Citizens Advice, Pobl, GAVO.

And

**Aneurin Bevan University Health Board** 

**Gwent Police** 

The Office of the Gwent Police & Crime Commissioner

**South Wales Fire & Rescue Services** 

Caerphilly Business Forum

**Town & Community Councils Representative** 

**Natural Resources Wales** 

#### And Appropriate Officers

#### **HOW WE WILL USE YOUR INFORMATION**

Those individuals that attend committee meetings to speak/give evidence will be named in the minutes of that meeting, sometimes this will include their place of employment or business and opinions expressed. Minutes of Meetings including details of speakers will be publicly available to all via the Council website at www.caerphilly.gov.uk. except for discussions involving confidential or exempt items.

You have a number of rights in relation to your information, including the rights of access to information we hold about you and the right of complaint if you are unhappy with the way your information is being processed.

For further information on how we process your information and your rights please view the <u>Full Committee Meetings Privacy</u> Notice on our websiteor contact Legal Services by email griffd2@caerphilly.gov.uk or telephone 01443 863028.



### Agenda Item 4



#### **VOLUNTARY SECTOR LIAISON COMMITTEE**

## MINUTES OF THE DIGITAL MEETING HELD VIA MICROSOFT TEAMS ON THURSDAY, 18TH MARCH 2021 AT 10.30 A.M.

#### PRESENT:

Chair: Councillor Mrs E. M. Aldworth Vice Chair: Ms M. Jones (Parent Network)

#### Councillors:

A. Collis, K. Etheridge, J. E. Fussell, R. W. Gough, A. G. Higgs, Mrs T. Parry, Mrs E. Stenner, A. Whitcombe, L. G. Whittle and W. Williams.

#### Also in attendance:

P. Cooke (Senior Policy Officer), P. Massey (Policy Officer), K. Peters (Corporate Policy Manager), L. James (Principal Planner), V. Doyle (Policy Officer), S. Foley (Policy Officer), B. Jones (Planning Technician), S. Hughes (Committee Services Officer) and R. Barrett (Committee Services Officer).

Together with Representatives of the Voluntary Sector and Compact Partners:

GAVO, Blaenau Gwent and Caerphilly Care & Repair, Caerphilly and Blaenau Gwent Citizens Advice, Oakdale Community Centre, Parent Network, The Youth Centre, Cefn Hengoed and The Parish Trust.

#### RECORDING ARRANGEMENTS

The Chairperson reminded those present that the meeting was being recorded and would be made available to view via the Council's website, except for discussions involving confidential or exempt items. <u>Click here to view</u>.

#### 1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors J. Bevan, S. Cook, D. C. Harse and Mrs D. Price. An apology for absence was also received from Stephen Tiley (GAVO).

#### 2. DECLARATIONS OF INTEREST

Councillor Mrs E. M. Aldworth declared a personal interest in Agenda Item 6, J. Pritchard (The Youth Centre, Cefn Hengoed) declared a personal interest in Agenda Item 4. Details are minuted with the respective item. Councillor A. Higgs declared a personal interest as a representative on the GAVO Executive Committee and as the Armed Forces Champion.

#### 3. MINUTES – 28TH JANUARY 2021

RESOLVED that the minutes of the Voluntary Sector Liaison Committee held on 28th January 2021 (minute nos. 1-7) be approved as a correct record and signed by the Chair.

### 4. UPDATE ON MOVING TO A GWENT PUBLIC SERVICES BOARD (PSB) - VERBAL PRESENTATION

J. Pritchard (The Youth Centre, Cefn Hengoed) declared a personal interest in the update on moving to a Gwent Public Services Board (PSB), as a Member of the Caerphilly Public Service Board representing Town and Community Councils.

The Voluntary Sector Liaison Committee received a verbal presentation from the Corporate Policy Manager on behalf of the Public Services Board (PSB). Members were informed that the PSB is the collaborative body of the statutory and non-statutory partners across the county borough area who have come together under the Wellbeing and Future Generations Act to develop plans to improve the wellbeing of the area. The Corporate Policy Manager provided Members of the Committee with an update and a timeline for the Wellbeing Assessment Process and the Wellbeing Plan.

The Voluntary Sector Liaison Committee was advised that the Gwent 'G10' Leadership Group has been considering the development of a regional PSB for some time and confirmed their intention, as the statutory partners, to come together to form a Gwent PSB from September 2021. It was highlighted that a report is going to the Caerphilly Public Services Board on 25th March 2021 for the Board to formally consider and decide upon the dissolution of the Caerphilly Public Services Board (Caerphilly PSB) and the creation of a Gwent Public Services Board (Gwent PSB) from September 2021. Such that the June 2021 meeting will be the last meeting of the Caerphilly PSB. The Corporate Policy Manager explained to the Committee how the merging of the 5 existing Public Service Boards would impact on Caerphilly.

Members of the committee raised concerns about the speed of the decision being made, that a Gwent PSB will not reflect local well-being, and concerns around how a Gwent PSB will monitor local projects.

The Voluntary Sector Liaison Committee noted the presentation. A recommendation to the Caerphilly Public Services Board was moved and seconded and supported by the majority present.

RESOLVED that the Voluntary Sector Liaison Committee request that the Caerphilly Public Services Board defer their decision on the creation of a Gwent Public Services Board and request a detailed consultation and engagement exercise prior to any decision being taken forward. The Voluntary Sector Liaison Committee will have serious concerns if a decision goes ahead.

## 5. STAKEHOLDER ENGAGEMENT IN THE DEVELOPMENT OF THE CAERPHILLY LOCAL DEVELOPMENT PLAN (LDP) – PRESENTATION

The Voluntary Sector Liaison Committee received a verbal presentation from the Principal Planner on the stakeholder engagement in the development of the Caerphilly Local Development Plan (LDP). Members of the Committee were informed that the Council is in the very early stages of preparing the replacement LDP. It was highlighted that there is an adopted LDP in place, which was adopted in 2010, but a new LDP is needed to reflect the different circumstances and to plan the county borough up to 2035. Members were advised

that a replacement LDP will be very different to the adopted plan, both in its content and its approach. It was noted that seminars have been held with elected Members and Community and Town Council representatives, and Members were advised that a key element of the process is going to be stakeholder involvement, including engagement with the Voluntary Sector Liaison Committee and other various groups throughout the process to ensure their input forms part of the planning making process. The phases to preparing the LDP was explained to Members including the delivery agreement, initial call for candidate sites, preferred strategy for public consultation, deposit plan and examination process.

Points of clarification were requested on the process of the Local Development Plan and the Officer responded to the points raised.

A County Borough Member highlighted the importance to take the opportunity to get involved and contribute to the Local Development Plan (LDP), as a Member of the Planning Committee. A Member of the Voluntary Sector also highlighted the importance for Councillors to inform members of the public in their local area when the consultations take place and the importance of the LDP. In response to a Member's enquiry regarding the development of greenfield sites and the decision on how many houses need to be built it was confirmed that a workshop will be held in September 2021 to determine the levels of growth, which will be considered before the final recommendation is taken to Full Council.

### 6. THIRD SECTOR ACTIVITIES PRESENTATION - PARISH TRUST (BMMR CARE PROJECT) - REV. DEAN AARON ROBERTS

Councillor Mrs E. M. Aldworth declared a personal interest in The Parish Trust (BMMR Care Project), as a Trustee of The Parish Trust.

The Voluntary Sector Liaison Committee received a presentation from Rev. Dean Aaron Roberts, Chair of Trustees for The Parish Trust, on the BMMR Care Project which was set up in 2019. Members received a summary of the highlights and milestones since the BMMR Care Project was founded. The Committee was informed that the Care Project operates in the CF83 postcode area and provides help and support to anyone in genuine need including food parcels (fresh and frozen produce), prescription collection and a listening ear. It was highlighted that 9222 people were helped in 2020, 5 tonnes collected monthly, and the project had 14 business partners and over 350 volunteers.

During the presentation Members of the Committee were also informed of The Parish Trust Apprenticeship Programme (Profectus). It was explained that the Profectus programme is a fast paced, 12 month apprenticeship opportunity offering hands on strategic positions in administration, catering, community engagement work, support services and finance. It was highlighted that as a charitable organisation The Parish Trust can provide people with opportunities to look at career options, gain valuable experience and encourage people to consider working in the voluntary sector long-term. Members were informed that The Parish Trust has 5 apprentices to date but are looking to expand over the course of this year and all of the apprentices are key players in the direction and the strategic development of the charity.

In response to a Member's query regarding the apprenticeship programme it was confirmed that The Parish Trust offers NVQ Level 3 and NVQ Level 4 and is attached to ACO Training and Jobforce Wales. It was highlighted that The Parish Trust is hoping to to further develop a partnership with Caerphilly County Borough Council in the immediate future.

In relation to National Debt Awareness Week a representative of Caerphilly and Blaenau Gwent Citizens Advice raised concerns regarding an anticipated significant rise in the demand for debt advice over the next year. The Committee was informed that a discussion would be held after the meeting regarding referral arrangements that can be put in place, whereby people using foodbanks can get longer-term help and assistance with debt.

In response to a question from a representative of the Voluntary Sector it was confirmed that The Parish Trust is working with other churches in the area and the reasons for setting up the foodbank was explained. It was suggested that it is worth mapping the various schemes where people can obtain food throughout the County Borough.

### 7. ITEMS OF INTEREST CONCERNING THE VOLUNTARY SECTOR FROM COMPACT PARTNERS

The Policy Officer (V. Doyle) addressed the Voluntary Sector Liaison Committee to talk about the Census. The role of the Census Support Service and the role of the Census Engagement Manager was explained to Members and it was recognised that not everyone will be able to complete their Census form online. The Policy Officer asked Members of the Committee to highlight the importance of the Census to individuals and their networks.

In response to a Members query it was confirmed that the information provided for the Census is 100% confidential for 100 years, apart from the Office for National Statistics, no-one can access the information. The information that is published is the statistics that are derived from the information people give. It was clarified that the questions on the paper Census and the online Census are the same, however the questions on the online Census are routed so a person will not need to answer any questions that do not not apply to them.

The meeting closed at 12.30 p.m.

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 17th June 2021, they were signed by the Chair.

CHAIR	



# VOLUNTARY SECTOR LIAISON COMMITTEE – 17TH JUNE 2021

SUBJECT: THE CREATION OF A GWENT PUBLIC SERVICES BOARD

REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND

**CORPORATE SERVICES** 

#### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to highlight to members steps that have been taken to further the intention to create a Gwent Public Services Board (PSB) from September 2021. The proposed Gwent PSB will replace the existing 5 PSB's that operate within the boundaries of the local authorities in the Gwent region.
- 1.2 The report sets out the timeline and the forums that have, or will, receive reports and how views will be included, where possible. The local authority is one of four statutory members who take decisions collectively as part of the PSB. Public Services Boards are not local authority boards and hence the decision is one for the board to take collectively, albeit engaging with various stakeholders, including third sector partners. Similar discussions are taking, or have taken, place within the governance structures of the statutory members; the local authority, South Wales Fire and Rescue Service, Aneurin Bevan University Health Board, Natural Resources Wales.
- 1.3 The report also updates on progress towards a regional assessment of well-being to inform a Gwent regional well-being plan from 2023 and highlights how regional and local delivery and scrutiny will be encompassed within the proposed structures.
- 1.4 The report highlights that the Caerphilly PSB partners will be asked to continue their commitment to the current Third Sector Agreement.

#### 2. SUMMARY

2.1 This report summarises the process being taken towards forming a Gwent Public Services Board and the internal governance route within Caerphilly CBC, including engagement with this forum and the Community Council Liaison Committee. It sets out how the membership of the Gwent PSB will form, and the Local Delivery Partnerships that will replace the current Caerphilly PSB. It also updates on plans for regional scrutiny arrangements.

#### 3. **RECOMMENDATIONS**

3.1 That Voluntary Sector Liaison Committee provide comments on the proposals as a stakeholder representative of the third sector, to inform their development.

#### 4. REASONS FOR THE RECOMMENDATIONS

4.1 To allow the views of members to assist in the development of the Gwent PSB. In particular, the arrangements for the delivery of local priorities for well-being.

#### 5. THE REPORT

- 5.1 Public Services Boards were created by the Well-being of Future Generations Act 2015 to bring together statutory and invited partners to assess local well-being and develop well-being plans for collaborative activity, in partnership, to improve the well-being of future generations. The Caerphilly PSB has been in existence since 2017 and the first well-being plan for the Caerphilly local authority area runs from 2018-2023.
- In addition to the four statutory members there are a number of prescribed invited members. The constituent members of PSB's are:

#### **STATUTORY**

Local Authority Local Fire and Rescue Authority Local Health Board Natural Resources Wales

#### PRESCRIBED INVITED MEMBERS

Local Police Force
Police and Crime Commissioner
Public Health Wales
Local Community Voluntary Council
Welsh Government
National Probation Service

In addition, the Caerphilly PSB has extended an invitation to a representative from Community Council Liaison Committee.

- 5.3 The five existing Gwent PSBs already collaborate on a number of regional projects, some of the higher profile ones have been a review of the entire public sector fleet to recommend options to convert to low emission vehicles, and the provision of electric vehicle charge points across the region. Most lately the members are collaborating on a review of building assets to see what public sector space can be shared across organisations. The regional policy officer capacity already works collaboratively on data projects and planning. There is significant work ongoing at the moment to complete a Gwent level 'local assessment of well-being' in readiness for the next iteration of the well-being plan 2023-2028, in line with the legislative requirements.
- 5.4 Some of the member organisations meet regularly on a regional basis at Chief Executive/Chief Officer/Chief Constable level with the Leaders of the respective Councils at a pre-existing discussion group, known as G10. This group will need to expand its membership to ensure that can fulfil all its responsibilities as the Gwent

PSB. The Gwent Association of Voluntary Organisations will have a seat at the table and will become a member of the Gwent PSB from September this year.

5.5 A recent Audit Wales report into the Effectiveness of Public Services Boards (October 2019) made a number of recommendations. One of which was:

### That Welsh Government enables PSBs to develop flexible models of working including: –

merging, reducing and integrating their work with other forums such as Regional Partnership Boards.

A Welsh Government and Welsh Local Government Association review of the strategic partnership landscape (July 2020) looked at simplifying the complexities for public bodies working together. A number of recommendations are relevant to this report:

**Recommendation:-**. Welsh Government to write to Chairs of all partnerships to clarify and confirm that flexibilities exist to for partnerships to review their own arrangements and alignment as appropriate – in terms of policy and geography.

**Recommendation:-** All strategic partnerships in an area should seek to play an active role to ensure that they are aligned more closely so that there are fewer partnerships. The multi-purpose strategic partnerships (such as PSBs and RPBs) have a natural leadership role in initiating this.

- 5.6 Discussions around merging the 5 existing Gwent PSBs have taken place over an extended period. Merging would provide a simplified landscape, and closer alignment with boards that are already regional, notably the Regional Partnership Board, Safeguarding Boards, the Violence Against Women Domestic Abuse and Sexual Violence Board and the Gwent Substance Misuse Board, amongst others. These discussions were delayed due to the pandemic however the G10 group agreed in January this year to make progress towards the formation of a Gwent PSB from September 2021.
- 5.7 The Caerphilly Public Services Board voted at its meeting on the 25<sup>th</sup> March this year to dissolve as a body in favour of the Gwent PSB, with the last meeting of the Caerphilly PSB taking place on the 24<sup>th</sup> June 2021. One of the recommendations was to notify/confirm the decision at the governance structures of the constituent members. All other statutory members have confirmed that this will take place.
- In respect of Caerphilly County Borough Council we are one among many members and while we could decide not to participate in a Gwent PSB, practically this would be extremely difficult as all other local authorities in Gwent, and the statutory and invited members, have signalled their intention to merge from September this year. However, to gather the views of various stakeholders on the delivery arrangements for the Gwent PSB, particularly ensuring that local well-being planning and delivery occurs in Caerphilly communities, a series of reports are being taken to democratic forums over the next few months:

Voluntary Sector Liaison Committee 17<sup>th</sup> June Public Services Board 24<sup>th</sup> June (update report and views of stakeholders to date) Partnerships Scrutiny Committee 15<sup>th</sup> July Community Council Liaison Committee 21<sup>st</sup> July Council 27th July

#### 5.9 Local and Regional Planning and Delivery

The Gwent PSB will be created from the G10 group which will need to expand to include the statutory and invited members at 5.2 above. However, each of the current Gwent PSBs also have very local members who do not operate on a regional footprint and would therefore not have a role at the Gwent PSB. They are, nevertheless, important well-being delivery partners.

5.10 The forthcoming Gwent well-being plan is likely, depending on the data and assessment, to include regional and local priorities. The legislation defines that the Gwent PSB still needs to assess and plan at a 'Community Area' level. For Caerphilly county borough these at the five community planning areas:

Upper Rhymney Valley Mid Valleys East Mid Valleys West Caerphilly Basin Islwyn

It is fully expected that, for the Gwent well-being plan, there will be regional priorities of the type at 5.3 above and more local priorities that rely on partnership working with local delivery partners e.g. the current Caerphilly Cares project.

- 5.11 To support local delivery, and local contribution to regional priorities, the proposal is to form Local Delivery Partnerships for each local authority area. These will be made up of all of the constituent Gwent PSB member organisations, with sufficient seniority to take decisions and direct resources, to make sure that the current well-being plan 2018-2023 continues to be delivered, and, importantly, to contribute to the new Gwent well-being plan 2023-2028. It is at these Local Delivery Partnerships that the very local PSB members across Gwent will sit. For example, the Caerphilly Community Council representative. Appendix 1 is a schematic that shows the intention for Local Delivery Partnerships.
- 5.12 To ensure that the existing well-being plan, which runs up until 2023, is delivered, the current Caerphilly PSB member organisations will be asked to ensure that they continue to champion delivery until the 2018-2023 plan is complete. The Caerphilly PSB website will remain until May 2023 and all action plans and update reports will be lodged there allowing the public and other organisations to see how the existing plan is progressing.
- 5.13 The current Third Sector Agreement, which is a Welsh Government requirement for the local authority and local heath board to work together with the third sector, was signed by all the Caerphilly PSB partners in the summer of 2019. It, like the current well-being plan, runs from 2018-2023. The next update report to the Caerphilly PSB at its final meeting on the 24<sup>th</sup> of June will ask all members to continue to commit to the third sector relationship until 2023. Thereafter, the suggestion would be that the Gwent PSB develops a new Third Sector Agreement to align with the new Gwent well-being plan for the period 2023-2028. This would be a matter for the new Gwent PSB to consider.

#### 5.14 Regional Scrutiny

There is a requirement for a local authority scrutiny committee to take oversight of

the work of PSB's. At the moment this role is taken by Policy and Resources Scrutiny Committee sitting as Partnership Scrutiny Committee and meeting bi-annually.

5.15 The proposals are to create a regional scrutiny committee and the mechanisms for this are currently being worked through by committee services officers in the 5 local authorities. The first formal role of the committee will be to scrutinise the regional local assessment of well-being at the start of 2022. However, it will most likely need to form in tandem with the Gwent PSB as one of the roles is to examine the decision-making processes and governance of PSBs, and there may be a requirement to do this before the local assessment of well-being is completed. Relevant reports will be taken for decision by the council as the regional scrutiny develops.

#### 5.16 Conclusion

While the process to get to a Gwent PSB by September this year is complicated and difficult to work through across so many members organisations it is progressing with the views of stakeholders being taken into account at various forums and meetings between now and September 2021.

All Caerphilly PSB members have given their commitment to the proposed Local Delivery Partnerships and to ensuring that they allocate staff that have sufficient seniority to take forward any local work up until the end of the current well-being plan, and as part of the new Gwent well-being plan 2023-2028.

The next meeting of the PSB on the 24<sup>th</sup> of June will be asking members to commit their continued support to the Third Sector Agreement.

#### 6. ASSUMPTIONS

6.1 Section 5.8 above shows that while democratic input is requested, and the views of stakeholders are important in defining how local delivery will work, in practice it assumes that the decision has to be made, given that all other partners are working towards a Gwent PSB. However, the Council is a democratic institution and its members could be so against the creation of the regional Gwent PSB that they raise insurmountable objections. If this were to occur it is very difficult to see how any alternative could work in that case, it would not be possible to form a Caerphilly PSB and a Gwent PSB at the same time.

#### 7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

7.1 The integrated impact assessment shows that the Gwent PSB will, through its statutory responsibilities, be required to contribute to the well-being goals for Wales and will need to abide by the sustainable development principle in its activities. The intention is to create Local Delivery Partnerships who will ensure that local actions and activity, particularly in community areas, will continue.

Link to full Integrated Impact Assessment.

#### 8. FINANCIAL IMPLICATIONS

8.1 There are no direct financial implications in relation to this report. Additional workload will be absorbed within existing capacity.

#### 9. PERSONNEL IMPLICATIONS

9.1 There are no personnel implications.

#### 10. CONSULTATIONS

10.1 This report has been shared with the consultees listed below and all comments are encompassed within the report.

#### 11. STATUTORY POWER

11.1 Well-being of Future Generations (Wales) Act 2015

Local Government Act 1972

Local Government and Elections (Wales) Act 2021

Author: Kathryn Peters, Corporate Policy Manager, peterk@caerphilly.gov.uk

Consultees: Cllr Philippa Marsden, Leader of the Council and Chair of the Caerphilly

PSB

Christina Harrhy, Chief Executive Caerphilly CBC

Ed Edmunds, Corporate Director Education and Corporate Services

Sue Richards, Head of Education Strategy and Planning

Steven Tiley, Chief Executive GAVO Paul Cooke, Senior Policy Officer

#### **Background Papers:**

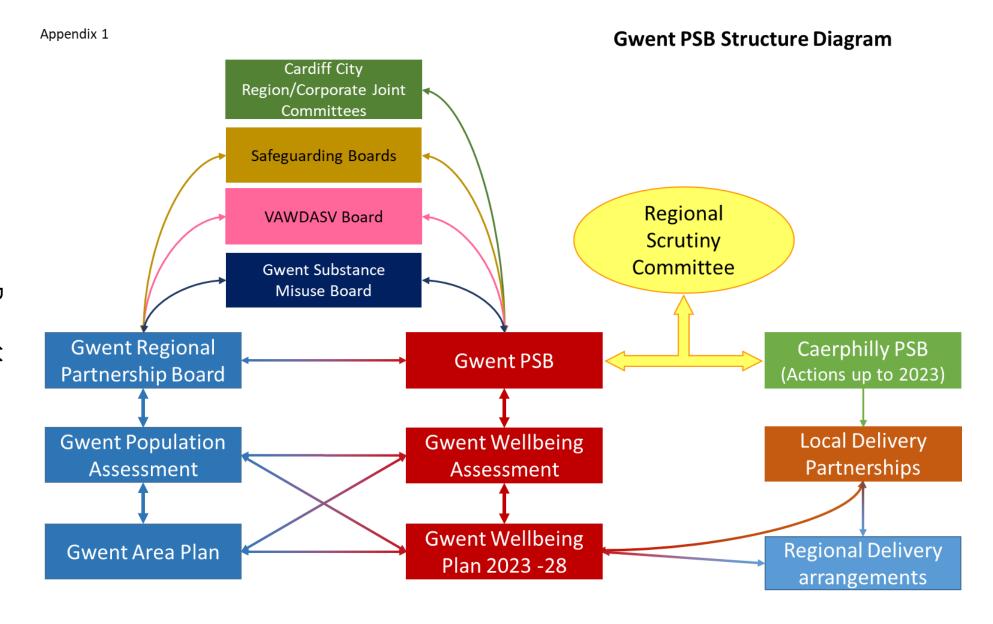
Wales Audit Office Review of Public Services Boards- October 2019: <u>Hyperlink to final report</u>

Welsh Government and Welsh Local Government Association Review of Strategic Partnerships:

Hyperlink to final report

#### Appendix 1

Schematic Representation of Regional and Local Delivery Partnerships' relationship to the Gwent PSB



This page is intentionally left blank