Welcome, Minutes and Matters Arising

SM welcomed everyone to the meeting and brief introductions followed.

Apologies were received from AC, BD, and EM.

The minutes of 14th June were agreed as an accurate record.

Matters Arising

CPB Chair
SM provided an update on the recruitment process for the new Chief Executive of Cardiff Council and invited attendees to put forward names for a new Chair or to input views on the Chair of the CPB ahead of the next meeting.

Action: CPB Members to provide input on Chair of CPB ahead of next meeting
**Serious Case Review**

RJ outlined that a Serious Case Review Learning Event had taken place in Schools and that a Safeguarding Training Strategy and Policy have been developed. SHB requested a further update was given at the next meeting regarding the Serious Case Review.

**Vibrant and Viable Places Endorsement**

An endorsement of this bid has been sent and has been included in the papers.

We have since been notified by Welsh Government that the bid was unsuccessful but that there will be an opportunity to bid for future rounds of funding.

| Action: Serious Case Review update at next meeting including information on other LA approaches (Secretariat) |

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**2). Joint Local Service Board**

SM welcomed Olivia Crill (Director, BDO LLP) and Rachel Burnham (Executive, BDO LLP) to the meeting and they presented to the Board on proposals for the Joint Local Service Board project with the Vale of Glamorgan.

The primary aim of the project is to develop practical recommendations for joint regional working by:

- Understanding whether joint resources could be deployed more effectively to increase impact on outcomes or reduce costs
- Defining how joint resources could be most effectively targeted to address gaps in service provision and reduce duplication
- Ensuring that the structure and operations of the joint LSB is efficient and appropriate to deliver outcomes and maximise impact
- Identifying how to most effectively measure the success of the joint LSB

This approach will see BDO interview a range of key stakeholders and use workshops to test ambition and hold honest discussions around what is wanted from further joint working between the LSBS. The Cardiff workshop will take place on 24th September and will be a joint session of the CPLG and CPB and the Vale will be having their own session on 2nd October. The output of these sessions will be developed into an interim report for consideration at a joint meeting with the Vale later in the autumn. A final report featuring targeted and practical recommendations for change will be delivered in January.

RJ provided further context around this work and indicated that it is essential we get tangible results from this project. A risk must be flagged upfront to ensure that the scope of the project doesn’t become so big it can’t actually deal with the issues that it needs to. The joint LSB project represents a big opportunity to flesh out what we want from collaboration between Cardiff and the Vale.

SH stressed that it is key to focus on what our common purpose is and how to enable people in our organisations to do the doing as there is a huge appetite across the public sector for this and the most successful collaboration so far has often been that which has gone under the radar, such as substance misuse, and it would be better to avoid complexity of restructures and TUPE transfers. SM agreed that alignment rather than structural change is important and indicated the need to have a framework in place, with clarity around governance and accountability arrangements, and to develop a route to have key conversations.

Further discussion took place on the need to consider funding and diminishing budgets and how to align funding against services as a whole and use it as a lever to enact change. SHB felt that this should be underpinned by a citizen-focus and based on need. SM and RJ agreed adding that it is essential to protect gaps in service provision as funding deceases.
RJ requested that CPB members attend the joint CPLG workshop on 24th September, or if they were unavailable, to send a representative.

SM provided an example of an individual accessing services who had to complete 10 different income assessments and it was felt that there are some key processes that can be identified and improved; information sharing is key in this respect.

PG thought that BDO’s work, especially measuring change and outcomes, is extremely important as Cardiff and the Vale are both in very different places and there was consensus that people who sit on both the Cardiff and Vale LSBs have a key role in identifying synergies.

| Action: CPB members to attend or send deputies to joint workshop with CPLG on 24th September |

### 3). Neighbourhood Management White Paper (Moved from Item 6)

RJ provided an update on the draft Neighbourhood Management White Paper and went through the series of recommendations made in the paper. Specific comments on recommendations included:

- **R3** - SHB requested that sharing best practice between NM areas be a requirement for terms of reference
- **R4 / R5** – SH felt that it needs to be made clear that the meetings need to make good use of information and robust data and not rely on anecdotal evidence or give prominence to those who shout loudest and that the Chair will need to manage this balance carefully. RJ stated that there will be a greater focus on data being presented in an easy-to-use format
- **R6** – Health and other partners might wish to nominate Senior Officer sponsors for each Neighbourhood Partnership, and are willing but depends on the timing, so this recommendation should be re-worded to reflect this

SH suggested there was a need to try and embed the White Paper within organisations and felt there was nothing in the draft paper that should cause concern or raise any issues. AW asked if the Board were comfortable with officers from operational groups being called up to strategic group meetings, however, the consensus was that this happens in many instances already and has worked well.

RJ requested comments from the Board by Friday 13 September before the White Paper goes the formal route through decision making processes. Following approval, implementation and monitoring will be managed with an action plan addressing the Wales Audit Office recommendations and will then become a standing item on the Neighbourhood Management Board.

| Action: Update recommendations in White Paper to reflect comments (Secretariat) |

| Action: CPB to provide comments on draft White Paper by Friday 13 September |

### 4). Energy Management (Moved from Item 8)

SM welcomed Tara King, Assistant Director, Environment, Cardiff Council who delivered a presentation on energy management and how the work being undertaken represents a real opportunity for the city to tackle rising fuel bills and provide more sustainable, affordable and resilient energy for communities.

In recent years there has been an increasing issue with rogue traders targeting the most vulnerable in our communities with so-called ‘green deals’ and it is key that partners step up and provide a well-advertised and credible alternative. Sustained provision of cheaper energy for customers is the key driver of this work but as a result of the nature of proposals it should lead to a carbon reduction as well.
TK talked through the various energy schemes, either in place or being developed, including proposals for a district heating network and a collective energy switching scheme “Cyd Cymru” being developed by Cardiff Council and the Vale of Glamorgan Council after a successful bid to the Regional Collaboration Fund. Over 90,000 homes in Wales were considered in fuel poverty in 2008 and this is likely to be higher now and collective switching should help facilitate switching and save money on their energy bills. Cyd Cymru will target 10,000 households initially through a range of targeted engagement activities, will appoint a facilitating contractor and switching agent and will then implement the scheme. The individuals and households will be identified and signed up prior to an energy auction as it is essential to have the volume of people interested in switching in order to achieve the best offer possible. The scheme will then evaluate the success of the first auction including KPI’s such as a fuel poverty measure, energy sustainability measure (energy use) and energy resilience measure (income spent on energy) ahead of second and third auctions.

In order to ensure the success of schemes TK requested facilities management contacts, for partners to engage with Carbon Cardiff Lite and engage with customers to encourage uptake of the collective switching scheme and to use these schemes as a platform for future projects.

PG suggested that the probation office in the city centre would be an excellent place to market the Cyd Cymru collective switching scheme given there are a large number of people visiting the office.

SH offered to get TK a slot to present at a Cardiff and Vale UHB Board meeting but expected that facilities management links have already been made via the Urban Environment Programme Board. She also stressed the importance of being sure of exactly what we can deliver, as the idea is very good in principle, but Health would need to be involved in the detail and certain of what we offer and that results can be delivered.

SM suggested we aim for people coming through hubs and those in council housing and use the networks we know will be most effective for engagement in the first instance and use the evidence to support further trenches of this scheme. TK responded that housing associations were building a programme in parallel but have now blended with this scheme and there is a big appetite for this across Wales and consumer choice will build momentum and therefore asked CPB to disseminate information about this scheme to staff.

SH asked that this item be held in the Urban Environment board as all the right contacts for this work from each partner should be present.

**Action:** FM contacts to be sent to TK (Secretariat)

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**5). Commission on Public Service Governance and Delivery (Moved from Item 4)**

SM welcomed Steve Pomeroy, Head of Policy Development, Commission on Public Service Governance and Delivery to the meeting.

SP provided an update on the work of the Commission on Public Service Governance and Delivery and confirmed they would accept late responses to their consultation. The Commission, however, is turning its thoughts to making sense of the evidence they’ve collected rather than taking further evidence so that they can provide recommendations, in line with the six themes of the consultation, by Christmas.

The information collected so far has been patchy both in terms of levels of performance and how well performance is managed. What has become very clear is the level of
complexity of the whole system of governance in the public sector – it is far too complex between organisations – who are having to negotiate governance rather than focus on delivery. Organisations do not appear to be as responsive to change as we might hope and there is widespread recognition that leadership is essential. With respect to the role of the Welsh Government there is a sense that while it has good intentions it is not always focused, coherent or strategic enough and sometimes the well intentioned efforts to make things better can actually make things worse. SP indicated that what is reflected in attached progress report won’t necessarily make it into the final report or be recommendations. SM felt that there was a lot of complexity in dealing with Welsh Government at times and that there are numerous examples of how routes through various funding streams and directorates have made things extremely difficult and requested specific examples are included in the partnership response. SH questioned how much work the Commission will do on modelling out the consequences of the recommendations it will make. SP responded that while the Commission will consider the consequences of its recommendations it won’t be going into the level of detail of creating business cases. The public sector is dealing with complex issues and the mechanisms to meet needs should be as efficient and as simple as possible rather than creating additional layers of complexity. PG asked how much the Commission had spoken to non-devolved agencies. SP indicated that the Commission had received a significant amount of evidence from the Police, ACPO Cymru and Police and Crime Commissioners and a lot of evidence vindicates what features in the progress report. RJ requested comments and input into the draft response to the Commission consultation by Friday 13th September so that the response can be finalised and sent.

Action: Provide specific examples of the complexity of dealing with the Welsh Government in the partnership response (Secretariat)

Action: CPB to feed in comments on the tabled draft response by Friday 13th September so that it can be sent to the Commission

6). Neighbourhood Area Review: Cardiff North (Moved from Item 5)

SM welcomed Tracey Thomas (Operational Manager, HR People Services, Cardiff Council & Joint Chair of Cardiff North Neighbourhood Management team) and Lynne Topham (Locality Manager, Cardiff and Vale UHB & Joint Chair of Cardiff North Neighbourhood Management team). They presented on aligning services and priorities, discussed the diverse nature of the area and outlined their action plan for neighbourhood management in Cardiff North.

SH welcomed the news about alignment within Cardiff North and felt it was really good work that should not be downplayed. LT responded that they are trying to maximise capacity to improve outcomes, and while it is early on in the process, they are making progress. RJ felt it is important to ensure Welsh Government aligns at a national-level so that we don’t have to do it locally.

SM questioned whether schools had been engaged and involved in the development of the Action Plan. TT indicated that they had used links through 5x60 Officers to engage in schools but had found it difficult to get schools involved. SH recommended using locality based schemes, such as SHIP and Healthy Living, which should help.
The CPB was asked to consider Cardiff North as a potential pilot area to work with the ‘Supporting Inclusion and Citizen Involvement’ workstream to run a co-production scheme.

The CPB endorsed the Cardiff North request to be a pilot scheme for co-production. **Action:** Cardiff North to become a pilot area for co-production (TT, LT & LB)

### 7). Partnership Scrutiny

RJ reminded the CPB about the scrutiny panel meeting on 23rd September focusing on asset management and explained the context leading up to the meeting.

Discussions focused on the need to make this work by making connections at both a strategic and operational level and the way organisations have taken this forward so far is only the beginning of the process. PG explained that it is not like there is a body of staff who have no office and it isn’t easy to get out of leases and co-locate and that mapping assets across the public services in Cardiff is just the start.

SM felt that this not just about saving money – it is about providing services in an appropriate way and asset management has to consider this.

More general discussions took place on Scrutiny arrangements in general and the plan to introduce further forms. There was widespread consensus that scrutiny demands must be kept manageable and that the partnership needs to think about the Partnership Scrutiny Board and join up with Council scrutiny as there is a concern it is not adding value and a wealth of material looking at effectiveness of partnership is already available through performance management.

RJ to provide an update on the scrutiny attendance list and CPB members to try and attend meeting on 23rd September. **Action:** RJ to circulate a scrutiny attendance list

### 8). Issue in Focus: Safer and Cohesive Communities (Moved from Item 3)

SM welcomed Martin Innes (Director – Universities Police Science Institute, Cardiff University) and Luke Burton (Principal Citizen Focus Officer, Cardiff Council) and they introduced an audio-visual presentation showcasing some of the best practice examples of co-production in Cardiff.

MI outlined that there is a growing evidence base that while co-production might not necessarily save money it does improve outcomes. The platform to move forward is the commissioning of pathfinder studies and to take lessons learnt and roll out co-production more widely.

SM said she was convinced by the merits of co-production; especially in terms of sustainability, however raised an issue about how to engage appropriately outside of Communities First areas and stressed that it is integral to have community engagement mechanisms in place.

LB agreed and suggested that there were alternative engagement mechanisms in place and welcomed the idea of a co-production pilot scheme in Cardiff North as there are no schemes of that sort in the area currently. MI explained that the university is undertaking work on new technologies of civic participation, including social media, and around how to build a hub of individuals in an area and there might be opportunities to leverage resources to investigate use of social media across partnership.

It was agreed that co-production is actually happening in many areas but isn’t being ‘badged’ appropriately. One suggestion was to build co-production into programme highlight reports in order to prompt people to share stories or start co-production.

**Action:** CPB to endorse University’s work on new technologies of civic participation (Secretariat)
schemes. There was consensus that the White Paper should take into account co-production and that it could an underlying principle of the document.

Discussions also took place on the need for education/training and the potential for the co-production DVD and best practice document to be shared across partner organisations and for further presentations where appropriate.

| Action: | Incorporate co-production as an underlying principle in NM White Paper (Secretariat) |

9). Wales Probation Trust

PG was asked to update the CPB on this as a substantive item at the next CPB meeting.

| Action: | An update on Wales Probation Trust to be including on next CPB agenda (Secretariat) |

10). Programme Performance

Please refer to items 10.1 – 10.3

RJ provided an update on a workshop taking place on Wednesday 11th September to refocus the Families and Young People Programme and indicated that safeguarding is likely to feature heavily. Discussions took place about Job Centre Plus and its decision to pull out of the Dusty Forge Partnership and it was recommended that a letter be drafted supporting Dusty Forge.

| Action: | Draft a letter of support for Dusty Forge Partnership (Secretariat) |

11). Horizon Scanning and Any Other Business

SM requested that an update on welfare reform be discussed at the next meeting and that the Budget Strategy Report be a substantive item at the next meeting of the CPB on Friday 18th October.

| Action: | Welfare reform and Budget Strategy Report to be included on next CPB agenda (Secretariat) |

12). Date of Next Meeting

- Tuesday 24th September 2013 – Committee Room 3, County Hall – Joint workshop session with CPLG
- Thursday 31st October 2013 – 14:00 – 15:30, Committee Room 4, County Hall
- Tuesday 10th December 2013 – 14:30 – 17:00, Venue TBC
- Tuesday 17th December, 14:00 – 16:30, Committee Room 3, County Hall
- Friday 21st February, 10:00 – 12:30, Venue TBC