1). Welcome, Minutes and Matters Arising

PO opened the meeting by welcoming attendees. Apologies were received from DB, AC, SH, PJ and AW.

The minutes of 23rd May were agreed as an accurate record.

Matters Arising

The matters arising from the meeting on the 23rd of May were noted.

2). Cardiff & Vale University Health Board Clinical Services Strategy

Abigail Harris, Director of Planning, Cardiff & Vale UHB updated on the progress of the development of the Cardiff & Vale UHB Clinical Services Strategy which sets out the ambition to become the UK’s leading integrated healthcare provider within 10 years.

AH provided an overview of ‘Shaping Our Future Wellbeing’ which outlines the Challenges, Choices and Change that is required to develop and implement the 10 year strategy. The Challenges outlined within the briefing recognise that the challenges faced by the UHB are shared by their public sector partners; namely that public sector services are facing the need to balance declining budgets on an annual basis and provide services to a growing population, many of whom have complex needs. The Choices recognise the need for the UHB to move from a hospital based delivery model to meet the needs of the population within their communities and homes where possible, and the Change is to frame patient care around wellbeing and ensure that appropriate outcomes are sought for all.
The UHB has been working with the King’s Fund to undertake research to scope out the future care model of the UHB and to ensure all patient outcomes are focussed on what the individual requires. This is in recognition that one treatment does not ‘fit all’, and the UHB have been undertaking work with partners though existing mechanisms to identify what the strategy should set out to achieve.

‘Caring for people, keeping people well’ is the mission statement that has been agreed and is underpinned by 4 principles: Empower the Person, Home First, Outcomes that Matter to People and Avoid Harm, Waste and Variation. To ensure delivery a Clinical Services Framework has been developed which aims to care for people throughout their lives.

The next steps in developing the strategy is the publication of key documents and to undertake a high level service model design, this is being achieved through working with patients, carers, staff and partners.

SM highlighted that the UHB and the City of Cardiff Council are making a common move towards outcomes and longer term planning. The opportunity to design services should not be missed.

AH acknowledged the opportunity to design services together, especially around Integrated Health and Social Care, and pointed out by following a similar model of development this work could be significantly accelerated. Improvements in technology will also enable services to be managed and delivered more efficiently in future. E.g. by using webcams to deliver specialist services to multiple clients across Wales, enabling the service to be delivered in the home without lengthy journeys for patients. There is also the opportunity to use the public sector workforce as a whole to do things differently, e.g. using SWFRS staff who visit thousands of homes each year to provide additional advice around public health or community safety messages, utilising the Making Every Contact Count model. And there also exists the opportunity to share buildings and assets.

BD asked to ensure that a representative from the Police was included in the planning, this is particularly important in relation to mental health services.

PO agreed that a number of public sector organisations were in similar positions, and there were good working relationships already in place to facilitate shared planning and service design but there was also a need to have an understanding of the shared financial position for these services. If services are to be developed together there is a need to have a clear vision and strategy and manage the project and performance to ensure services are delivering to meet identified need.

**Action:** AH to provide an update on the strategy at future meeting. (Secretariat)

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### 3). Financial Positions and Organisational Responses / Cardiff Debate

PO invited all to outline the current financial position of their respective organisations.

AH outlined that the UHB have a 3 year financial planning cycle and are required to make savings equating to £49m each financial year. Plans for next year’s savings are currently being developed; details of these plans will be shared with partner organisations when available.

SHB stated that the WCVA are anticipating a ‘double cut’ in the next financial year to the third sector. It is anticipated that third sector structural organisations work more collaboratively on regional basis to meet these financial challenges. SHB also outlined the
high levels of concern that currently exist in the sector and would welcome information
on any changes to funding arrangements from partners as early as possible to allow
mitigation to be put in place.

BD outlined that the Police are required to make savings of £46m over three years. A
significant amount of work has been undertaken to make internal efficiencies to meet
these savings but there is still a saving of £21 – £23m to be made. BD felt that more
needed to be done by working together to allow savings to be made without further
compromising service delivery.

PG explained that savings were made to the probation service when they moved to a
Wales service model. The financial position for next year has yet to be confirmed but it is
anticipated to be on the same level as the current financial year - £5.6m.

RJ provided an update on the joint finance meeting attended by Omar Hussain (SWP),
Chris Lewis (UHB), Mair Henry (C3SC) and Christine Salter (CCC). This was the first
opportunity for the senior financial officers from across the partnership to come together
this way. There was discussion around developing awareness across the financial
community of the public sector organisations current financial positions and the effect
that that organisational savings could have on other services. A commitment was made
by the officers to meet on a regular basis to ensure the information is shared and taken
into account when planning.

PO presented on the way that the City of Cardiff Council is responding to change. The
vision for Cardiff is to be ‘Europe’s most liveable Capital City’ and to be positioned as one
of the UKs core cities. As a cooperative council City of Cardiff Council will be working
collaboratively with partners and members of the community to achieve its priorities:

- To promote sustainable economic development as the engine for growth and jobs
- To develop education and skills for people of all ages
- To support people in vulnerable situations; and
- To work with people and partners to design and deliver services.

Cardiff is well placed to become Europe’s most liveable Capital City, there are a number of
Quality of Life indicators that place Cardiff as the best UK city, there is continued growth
of improvement, increasing number of visitors and the rate of business start-ups currently
tops the UK core cities. However, there are a number of critical public service challenges
that the Council is facing; inadequate performance has been identified in some areas of
the Council, there an increased citizen demand on services and huge financial challenges
to be met over the medium term.

The Council has to make a fundamental change to the way in which it deliver services, by
2020 Cardiff will be supported by a smaller council, with a highly skilled and well-
motivated staff delivering a reduced range of services at a lower cost. Organisational
Development work has begun to ensure this change takes place by reviewing the shape
and scope of the organisation, identifying delivery models and opportunities for savings,
and by strengthening performance management.

A number of changes have already been undertaken; the Cardiff Debate has been
developed to facilitate ongoing engagement with the public and to involve them in
decisions about the services the council provides. Alongside this a programme of staff
engagement has been put in place to identify areas for improvement in supporting and
developing members of staff.

The next steps for the Council include; undertaking a service review, developing a
property strategy, commercialising successful services such as Cardiff Works, the further

Action: Quarterly Joint Finance meetings to be scheduled (Secretariat)

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development of our Customer Relationship Manager (CRM) tool, to enable easy access to
digital services, and developing a ‘One Council’ approach. The ‘One Council’ approach
looks at delivering services in areas of the city; the model is designed to be preventative
and makes teams responsible for a number of tasks in an area of the city based on shared
knowledge and expertise.

In three years the Council will; deliver a more focused set of corporate priorities, improve
performance in key statutory areas, reduce the Council service footprint, enhance
workforce motivation, deliver a smaller range of services, have a co-producing
relationship with communities and improve demand management.

PO also outlined, the proposals that were being developed for the City of Cardiff Council’s
2015/16 budget. Meetings with partners would be undertaken to discuss these plans in
more detail with partners once they have been approved by the Council’s Cabinet.

Action: To be discussed at the next meeting of the CPB following Cabinet approval
(Secretariat)

4). The Programme for Local Government Reform

PO advised that the Vale of Glamorgan Council was currently in discussion with Bridgend
Council to identify whether it would be possible to submit an expression of interest to
undertake a voluntary merger. If this expression of interest were made and approved by
the WG, the City of Cardiff Council would need to explore a merger with another local
authority, or make a case to remain as it is.

Action: Items for Joint LSB agenda to be submitted to RJ
(RJ)

5). Joint LSB

RJ provided an update from the first meeting of the Cardiff and Vale joint Local Service
Board which was hosted by the Vale of Glamorgan Council. The next meeting is due to be
hosted in Cardiff and will take place on 28th of October.

6). What Matter Refresh

RJ introduced a position statement on the Cardiff Partnership outlining the journey so far.
Beginning with developing the single integrated plan the ‘What Matters’ strategy in 2010
and the partnership arrangements which have been put in place to achieve the outcomes
outlined within the strategy.

The refresh of the strategy will be undertaken at the beginning of the 2015. It will address
emerging policy contexts, including the Reform of Local Government and the introduction
of the Wellbeing of Future Generations Bill and address the current financial situation
facing the public and third sector. This will not be a fundamental re-write and the
outcomes for the city will remain as they are, however, there will be a need to address
the number of priorities in place.

A meeting with the programme leads is due to take place on the 14th of November to
assess the performance of the programmes to date and to discuss the future priorities of
the partnership.

PO pointed out that there was a need to radically reduce the number of priorities of the
partnership to reflect the current challenges. There is a need to focus more on the
intractable issues which require strategic partnership working to be overcome, such as
the Troubled Families initiative. There is also a need for recognition from all partners that
these priorities are correctly resourced.

RJ stated that there were issues in terms of support – with additional demands being
placed on the partnership agenda by the WG and less resource provided to support it.

SM added that the conversation about priorities need to be reflected in the arrangements
of the partnership – there needs to be more focus on the work and performance management needs to be aligned with corporate performance management where possible, this will ensure that responsible officers will be held accountable for their contribution towards partnership outcomes.

RJ noted that as part of the Future of Wellbeing Generations there will be a duty placed on Public Service Boards to demonstrate a contribution to the wellbeing goals for Wales. CPB was supposed to be about resolving the intractable issues.

PO requested that the priorities be finalised following the meeting with the programme leads.

7. Neighbourhood Partnership Update – Cardiff South West

PO welcomed John Hallett, Cluster Manager, Cardiff West, Communities First and Joint Chair for the Cardiff South West Neighbourhood Partnership Team.

JH provided an update on the action plan of the Cardiff South West Neighbourhood Partnership. This is progressing well and much of the work that is being undertaken with the community within the area is supported by a time-banking scheme.

An overview of the time-banking model used in Cardiff South West was outlined. For each hour given to help the community by an individual they receive one time credit. The time credits can be used as currency, and can be spent on; activities at the place where the credit was earned, on local authority opportunities, as a gift, and at other participating organisations across the UK. It’s really important that the time credits received are a form of currency and that all volunteers receive the same credits to establish the value of an individual’s time.

The work is being undertaken with Spice (a time banking organisation) which provides an excellent structure, undertakes evaluations of the model use and are able to demonstrable the positive outcomes that time-banking provides to the individuals who take part. Some of the outcomes include; making new friends, being able to afford to do more, feeling more confident and feeling healthier.

There is a proposal to build on the success of the current scheme which will see time-banking being rolled out across the city. This process would be co-produced with local people who are experienced participants. A funding bid has been submitted to the lottery to support the roll out and there has been significant interest from a number of organisations across Cardiff to contribute to the cost.

JH requested a commitment from the CPB to reflect on what a time-bank could look like in Cardiff, adopt delivery models which will allow integration with time-banking and explore the investment of resources to support current activity where possible.

AH thanked JH for the presentation and outlined possible use of a time-banking scheme to support some of the work of the UHB. Social isolation is a huge issue for some patients; befriending services could be supported by time-banking volunteers and free up nursing resources which are currently providing such support.

PO also thought that there would be opportunities to support youth service activities across the city by supporting a time-banking scheme. RJ stated that there would also be the opportunity to provide in-kind support and coordination for time-banking through the neighbourhood partnership teams.

BD would also be interested to use time-banking to support the 446 project that is being
run by the police. PO committed the support of the CPB in the roll out of the time-
banking scheme across the city, and would like to encourage involvement from all
organisations in the areas discussed.

JH thanked all for their enthusiasm and support and would contact all individually
following the meeting to explore how support could be provided to the opportunities
discussed, following the expansion of the time-banking scheme.

Action: JH to contact partners outside of meeting to discuss time-
banking support (JH)

8. Programme Performance

PO stated that programme performance would be addressed as part of the programme
leads meeting on the 14th of November.

9. Horizon Scanning and Any Other Business

BD informed the Board of the change in crime recording. Crimes are not being recorded
at source which will mean an increase in the recorded number of crimes, the reason for
this change is to ensure a victim focussed service is provided.

10. Dates of Next Meeting

Dates of next CPB Meetings:
- Friday 5th December, 12:00pm – 2:30pm, Committee Room 4, County Hall
- Thursday 5th February 2015, 2:00pm – 4:30pm, Partner venue (TBC)
- Wednesday 15th April 2015, 2:00pm – 4:30pm, Committee Room TBC, County
  Hall
- Thursday 18th June 2015, 2:00pm – 4:30pm, Partner venue (TBC)
- Thursday 3rd September 2015, 3:00pm – 5:30pm, Committee Room TBC, County
  Hall

Dates of next Joint LSB meetings:
- Tuesday 28th October, 2:00pm – 4:30pm, Tiger Bay Room 3, @Loudoun Square,
  Cardiff
- Tuesday 20th January 2015, 1:30pm – 4:00pm, Vale of Glamorgan (TBC)
- Tuesday 5th May 2015, 2:00pm – 4:30pm, Cardiff (TBC)
- Tuesday 21st July 2015, 2:00pm – 4:30pm, Vale of Glamorgan (TBC)
- Tuesday 6th October 2015, 1:30pm – 4:00pm, Cardiff (TBC)