

# Partnership Review

Summary Findings

Cardiff Public Services Board 30 Nov 2022

# Post-Covid Review: background and findings

- In 2021 the Cardiff PSB commissioned the Council's Policy and Partnership Team to undertake a review of partnership priorities post-Pandemic, and to make recommendations for governance and delivery arrangements.
- The review included partnership priorities and governance arrangements across the whole region, including the Vale of Glamorgan and Cardiff local authority footprints
- Included interviews with all PSB members and drew from findings of the draft Wellbeing Assessment (PSB requirement)/Population Needs Assessment (RPB requirement)
- Findings:
  - Partnership working has worked very well over the course of the pandemic and the momentum of partnership working evident during the pandemic must be maintained through recovery and renewal.
  - Effective partnership arrangements are needed now more than ever to bring partners together solve complex public services problems.
  - There is a commitment from public services leadership to partnership working, a culture of joint working and good relationships, trust but also challenge.
  - The value of strategic partnership arrangements was primarily in creating a governance for discussion and agreement on shared priorities and projects, and on the alignment of delivery where relevant, which mainly rests with partners organisations.
  - The statutory (and local) partnership landscape is complex leading to duplication of governance and activity and a lack of clarity over responsibilities and accountabilities for delivering partnership priorities.
  - There is recognition that the roles of the PSBs and RPB are interdependent in some (but not all) areas of partnership strategic planning and alignment of delivery, particularly in relation to improving the health and wellbeing outcomes of the population

# Review of Partnership Governance

In May 2022 an exercise was undertaken to map the existing partnership arrangements (Appendix 1) with engagement with senior PSB and RPB members over summer/autumn 2022.

## Analysis:

- Many boards had not met for a long time (many since pre-Covid) while others had met frequently over the pandemic
- Priorities or terms of reference of the groups are not regularly reviewed to ensure alignment with the strategic priorities as set by the PSB and RPB
- Boards with clear interdependencies were often not aware of each other's activities (or sometimes existence)
- Some duplication of activity evident
- Inconsistency of attendance at meetings, particularly by senior officers/decision makers, leading to loss of momentum and lack of clarity over decision making
- Inconsistent reporting arrangements, with some boards reporting to the PSB, some to the RPB and some to neither (to the Welsh Government or sometimes not at all)
- No reporting arrangements/sharing of information in place between the PSB and RPB.
- Gaps in the assurance process with a number of Boards not reporting to either the RPB or PSB.
- Consistent feedback that cycle of 1/4rly meetings no longer always an appropriate model for partnership working. Covid-19 has shown a new way of day to day partnership working (enabled by technology)

# Proposals for Change: principles

## Priorities:

- A focus on 'system issues' that only be addressed through partnership working (i.e. not core business of a member)
- Partnership arrangements to be problem/issue-focussed, tackling issues identified in Wellbeing Plans/Area Plan.
- Require partnership working between members of the PSB and RPB (i.e. not private sector, HE or other sectors)
- Require partnership working on a Cardiff and/ or Vale of Glamorgan geographical footprint (i.e. not Capital Region, national or beyond)

## Governance:

- All Boards to report to PSB or RPB
- PSB and RPB to share papers (for information)
- Make full use out of existing, mandated boards, before considering the need for new ones – aim for simplicity.
- There is a single home for each problem/issue and assurance is provided to the relevant partnership body – RPB or PSBs
- Their form (frequency, membership) needs to respond to the issue they are seeking to address – no one size fits all
- Value is in leading, facilitating (and holding to account) day-to-day and week-to-week working between organisations
- Work is data-led, underpinned by a culture of data-sharing between public bodies.
- Be capable of responding to and resolving emergent issues

# Proposals for Change: PSB arrangements

## Public Service Board priorities:

- Climate Emergency
- Assets and Infrastructures
- Health Inequalities
- Community Safety and Safeguarding
- Task and Finish / responding to issues

# Cardiff PSB priority 1: Climate Emergency

- Climate Emergency Partnership Board established by the PSB in 2020
- Purpose: Information sharing and progressing joint projects.
- Chair and Secretariat provided by the Council
- Membership from PSB and wider (HE and Energy Infrastructure)
- Clear priorities, agreed by the PSB and reflected in the Wellbeing Plan
  - Assets
  - Supply Chain
  - Fleet
  - Staff engagement

## Proposal:

- Maintain this board, reporting progress to the PSB on a quarterly basis

# Cardiff PSB priority 2: Assets and Infrastructure

- Partnership Asset Management Board has not met since before Covid-19 but joint work in this area over the pandemic considered best practice.
- Recognition that this is an area of collaborative advantage:
  - Core Office changes responding to hybrid working and energy crisis
  - Locality working and use of locality assets
- Feedback suggests that with rapid change post-Covid members need to understanding each other's capital programmes as a first step towards new partnership arrangements.

## Proposal:

- Annual information sharing event on partners' operational estate/capital programme (April/May)
- Participants need to be the most senior decision makers (CEX) and appropriate leads for assets and services.
- Could include wider partners e.g. Higher Education, Welsh Government
- Agreement post-event on new governance e.g. Partnership Asset Management Board

# Cardiff PSB priority 3: Health Inequalities

- A number of boards currently have a public health focus:
  - Amplifying Prevention: Tackling identified health inequalities e.g. childhood vaccinations, bowel screening, childhood obesity.
  - Move More Eat Well
  - Sport and Physical Activity Board
  - Active Travel delivery group
- All groups are active and well-attended. They each have different membership (depending on the areas of focus), operate on different geographical footprint and meet on different cycles.
- Reporting/escalation arrangements to PSB need to be agreed.

## Proposal:

- A regular oversight report is brought to the PSB covering issues for escalation from across all boards, reported through the Amplifying Prevention Board.



# Cardiff PSB priority 4: Community Safety and Safeguarding

- Community Safety Leadership Board considered to be best practice
  - Chaired by Police and Crime Commissioner/Cabinet Member
  - Has met consistently, with higher frequency during Covid-19
  - Agreed priorities, promoting closer strategic and operation alignment between partners
  - Reports to PSB each meeting
- Priorities reviewed and agreed annually:
  - ASB and Problem Solving
  - CONTEST (including Prevent)
  - Violence Prevention
  - Street Based Lifestyles
- Other related boards in Community Safety / Safeguarding:
  - Substance Misuse Area Planning Board (provides update to CS Board)
  - VAWDASV Regional Board
  - SAFE Partnership Group (New)
  - Youth Justice Board
  - Regional Safeguarding Board

# Cardiff PSB priority 4: Community Safety and Safeguarding

## a) Regional Safeguarding Board:

- Currently reports into National Safeguarding Board.
- Chair(s): Sarah McGill, Lance Carver, Tracey Holdsworth (NSPCC).
- Priorities: Policy development, oversight of Safeguarding reviews.
- Funding: Partnership funding (from Cardiff Council, Vale of Glamorgan Council, South Wales Police, Cardiff and Vale University Health Board).
- Business Unit provides support, based in Cardiff Council.

## Proposal:

- Regional Safeguarding Board to report into Cardiff PSB (and Vale tbc) – National reporting still maintained.
- Particular focus on escalating actions from Safeguarding Reviews to the PSB for oversight and action.
- Closer alignment with Community Safety and Strategic Safeguarding, with management/support arrangements changed to reflect this.
- Sub-groups to be reviewed in partnership with members over next quarter.

# Cardiff PSB priority 4: Community Safety and Safeguarding

## **b) Community Safety Leadership Board**

There are a number of other Boards which should report into the Community Safety Leadership Board:

- **Substance Misuse Area Planning Board:** to continue to report into Community Safety Leadership Board (and Safer Vale and Welsh Government)
- **VAWDASV Regional Partnership Board** to report formally into Community Safety Leadership Board (and Safer Vale)
- **SAFE Partnership Group** to report formally into Community Safety Leadership Board
- **The Youth Justice Board** to continue to report directly into Cardiff PSB recognising importance of continued strategic oversight.

## **Reporting:**

- Single report on Community Safety and Safeguarding to be prepared covering issues for escalation for each PSB meeting
- The RPB also receives this report (and minutes where appropriate) to ensure oversight on VAWDASV, substance misuse.

# PSB Response Groups / Task and Finish

- **Ukraine response group:** Met weekly in Spring/Summer 2022, now meeting monthly. This will continue as long as necessary, reporting issues for escalation to the PSB.
- **Child Friendly City Partnership Group:** To continue to meet until Child Friendly Accreditation secured.

# RPB arrangements: context

The duties and responsibilities of the RPB are set out in Part 9 of the Social Services and Well-being (Wales) Act 2014 <https://gov.wales/sites/default/files/publications/2020-02/part-9-statutory-guidance-partnership-arrangements.pdf>

It's focus is on the delivery of integrated health and care service delivery as set out in ***A Healthier Wales***

The RPB sets out its priorities in a 5-yearly Joint Area Plan (due March '23). Priorities are drawn from:

- Population needs assessment and Market Stability review (both 5-yearly)
- Organisational priorities and plans, including emerging Pan-Cluster Planning Groups
- Priorities emerging from partner organisations in response to particular situations
- National policy direction and programme for Government, e.g delivery of the six national models of care

The Joint Area Plan draws on and aligns with:

- Regional Integration Fund investment plans
- PSB wellbeing plans
- RPB 5-10 year strategic capital plan
- Health Board IMTP and Local authority plans
- Pan-cluster planning group assessments and plans

The RPB meets quarterly and is consistently well attended. Assurance arrangements via Welsh Government are well-established.

# Simplification of RPB governance arrangements

(see following slide for a visual representation of RPB governance arrangements)

| Governance element          | Current arrangement  | Membership  | Proposed future arrangements   |
|-----------------------------|--|---|--|
| Regional Partnership Board  | Statutory requirement.<br>Quarterly meeting  | <b>Chair:</b> Cllr Eddie Williams, Portfolio Holder Social Care and Health, Vale of Glamorgan Council<br><br>Membership drawn from senior representatives of the Health Board, Councils and third sector as pt Part 9 guidance. | <b>Maintain this Board</b><br>Sets the strategic direction and priorities for the partnership<br>Continue quarterly meeting<br>Increase opportunity for deep dive explorations into RPB programmes or emerging partnership issues.   |
| Strategic Leadership Group  | Monthly meeting of executive and service directors   | <b>Chair:</b> Abigail Harris, Executive Director of Strategic Planning, Cardiff and Vale University Health Board<br><br>Membership drawn from senior representatives of the Health Board, Councils and third sector             | <b>Maintain this Board</b><br>Programme reporting by exception only<br>Oversees and directs funding across whole RPB portfolio<br>RPB portfolio programme and risk management<br>Provides assurance to RPB on funding, spend, and delivery<br>Advises the RPB on priorities to be addressed by the partnership.  |
| Pan Cluster Planning Groups | Just emerging – role and function to be clarified. NHS Wales requirement.<br>County footprints:<br>• Cardiff PCPG<br>• Vale PCPG | <b>Chairs: tbc</b><br>Membership: Professional collaboratives (dental, optom, pharmacy, GP, social care, AHP, nursing etc); organisational directors; Public Health   | <b>Establish new arrangements and link to RPB</b><br>Strategic direction and priorities set by the RPB<br>Informs RPB regional plans<br>Plans the PCPG footprint (county) partnership response to RPB priorities<br>Oversees delivery of PCPG footprint developments and new care models   |
| Starting Well Partnership   | SW Partnership   | n/a   | Cease Starting, Living and Ageing Well Partnerships and replace with an annual summit to support whole system planning, celebration and engagement across the RPB and PSBs.<br>Design and delivery is supported by specific programme board arrangements and time-limited task and finish groups, e.g:<br><ul style="list-style-type: none"> <li>• Learning Disability Partnership Board</li> <li>• Mental Health Partnership Board</li> <li>• Autism Partnership Board</li> <li>• Unpaid Carers Partnership Board</li> <li>• @home Programme Board</li> </ul> |
| Living Well Partnership     |  | n/a   |  |
| Ageing Well Partnership     | AW Partnership   | n/a   |  |

Reporting to the SLG

Strategic direction as a partnership and interpretation of national policy. The Board sets out its work in the Joint Area Plan and accomplishes it through the arrangements below.

Partnership governance

Public Service Boards



CARDIFF & VALE  
REGIONAL  
PARTNERSHIP  
BOARD



Statutory partners  
governance:  
duties, plans and decision-making

Creates conditions for programmes to deliver.  
Interprets and operationalises RPB direction.  
Provides assurance to the RPB (and PSBs as relevant)  
in the delivery of RPB priorities.

STRATEGIC  
LEADERSHIP GROUP

Themes based on life-stages



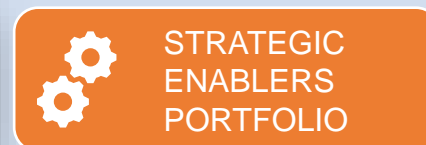
DECHRAU'N DDA  
STARTING WELL



BYW'N DDA  
LIVING WELL



HENEIDDIO'N DDA  
AGEING WELL



STRATEGIC  
ENABLERS  
PORTFOLIO

Programmes and strategic  
enablers with programme  
board arrangements as  
required to support delivery

emPOWER

(children and young people's emotional  
wellbeing and mental health)

Complex health and  
disabilities

Early Years Pathfinder

Learning disabilities

Unpaid carers

Autism

Mental health

Physical disabilities

Sensory impairment

VAWDASV

reports to the Community Safety  
Partnership

@home

Dementia

Digital Care Region

Capital programme

Joint Commissioning

Workforce and OD

Regional Innovation  
Coordination Hub

# In summary

- Simplified arrangements.
- Focussed on agreed partnership priorities.
- Clarity over line of sight to PSB and / or RPB.
- All boards report into PSB or RPB.
- Agreement around information sharing between PSB and RPB.
- Ability to respond to emerging issues.



# Next steps:

- Cardiff Public Services Board:
  - 30 November – initial discussion and feedback
- Regional Partnership Board:
  - SLG in December, RPB in January
- Community Safety Leadership Group
  - Discussion on 6<sup>th</sup> December
- Regional Safeguarding Board:
  - Discussion on 13<sup>th</sup> December
- Final proposals to PSB and RPB in February
- New delivery/assurance arrangements in place to align with new Wellbeing Plan and Area Plan in March.