Cardiff Partnership Board
Minutes of the meeting held at 2:00pm on Tuesday 1st April 2014

Attendance:
CPB Members:
Belinda Davies (BD) Chief Superintendent, South Wales Police
Peter Greenhill (PG) Assistant Chief Officer, Wales Probation Trust
Sheila Hendrickson-Brown (SHB) Chief Officer, C3SC
Sharon Hopkins (SH) Executive Director of Public Health, Cardiff and Vale UHB
Peter Jenkins (PJ) Group Manager, South Wales Fire and Rescue Service
Sarah McGill (SM) Director - Communities, Housing & Customer Service, Cardiff Council
Paul Orders (PO) Chief Executive, Cardiff Council (Chair)

Policy Support:
Rachel Jones (RJ) Operational Manager – Policy, Partnerships & Citizen Focus, Cardiff Council
Anne Wei (AW) Strategic Partnership and Planning Manager, Cardiff and Vale UHB
Roger Adams (RA) Policy and Development Officer, Cardiff Council

In attendance:
Nici Evans (NE) Partnership Manager, Cardiff and Vale UHB
Bailijat Gill (BG) Anti-Human Exploitation Officer, Safer Wales
Dr Siân Griffiths (SG) Consultant, Public Health Wales
Philip Lenz (PL) Chief HR Officer, Cardiff Council
Ita McNeil-Jones (IMJ) Business Development Consultant, Cardiff and Vale College

Apologies:
Adam Cairns (AC) Chief Executive, Cardiff and Vale UHB
Eleanor Marks (EM) Director, Communities Division, Welsh Government

1). Welcome, Minutes and Matters Arising

Paul Orders opened the meeting and welcomed Peter Jenkins, the new representative for South Wales Fire and Rescue Service. Apologies were received from AC and EM.

The minutes of 17th December were agreed as an accurate record.

Matters Arising
All outstanding updates were picked up as part of the agenda.

2). Budget 2014/2015

PO outlined the level of savings made by Cardiff Council for 2014/15. It is likely this level of saving will need to be made for the next 3 years at least. The key message from the new Leader is that the Council will look very different in future. There is a real opportunity in terms of changing the way we do things and with respect to partnership working. The new Leader and Cabinet wish to explore new service delivery models, such as joint commissioning. The aim is to become one of the most liveable capital cities in Europe and there is need to consider what we need to do to meet this goal alongside determining the future of public services in Cardiff more generally. As a result the Council will produce a paving report setting out new ways of working and this will lead to more detailed service reports. PO indicated that the paving report should be ready in May and it will be circulated to partners as it is essential that wider conversations take place.

Action: Council’s paving report to be shared with partners (Secretariat)
RJ explained that item 2.3, the Council’s Budget Engagement Report, was based on a number of public events identifying the priorities of citizens ahead of the 2014/15 Council budget setting process. These events were extremely valuable and reassuring as they showed that citizens understood the extent of the financial difficulties being faced and the difficult decisions that needed to be made. SH felt there is an opportunity to shape how we could work together on collaborative activities, such as shared assets and joint workforce development, and suggested that we need to do more consultation activities together as we need to have the same conversations with citizens.

SH suggested that it would be beneficial to flag up partnership working with the new Council leadership and for Maria Battle and Adam Cairns to meet with the new Leader and PO to identify opportunities for joint working. PO agreed that there was an opportunity to feed in partner approaches.

PG questioned the impact of the Council’s Economic Development savings on the aspiration to become one of the most liveable capital cities in Europe. PO indicated that it is key to have the ability to launch significant projects with the private sector and universities and that the level of public-private investment in the next 15 years is estimated at around £2.5 billion. There is big outreach ability within Economic Development and more work is being undertaken through the Cardiff Business Council which is working well. Positive news of a big external investment in Cardiff will be announced next month.

RJ drew attention to the Delivering Shared Outcomes event report. The messages received during this event were that the What Matters strategy was not as visible as it had been and that there is a need to reinforce the importance of collaboration. Partnership work was often seen as an add-on to day jobs rather than a key part of individual roles. A piece of work is needed to refresh and re-establish What Matters and this would be an opportunity to feed into engagement activities and a review of programmes and workstreams. SM asked whether our priorities and workstreams are right or are there other things we need to bring in or consider? Moving forward all partners are dealing with substantial financial pressures, it is important to consider our response to this and in terms of projects what should be taken forward. RJ indicated that What Matters didn’t talk about joint commissioning or alternative models – this is an opportunity to embed these things in What Matters and into our core organisations.

PO suggested that there is a need to be radical and within a short timescale, it will be key to reduce demand pressures and many of the successes to date tend to include some form of partnership working. PG felt that the public sector is retracting which means potentially more private sector/ third sector involvement and it will be important to bring them into these conversations. SHB felt there is also an opportunity to define co-production and relationships. AW mentioned the work in the UHB on Clinical Services Plans which is engaging clinicians in new service delivery models as well as holding wider conversations about the future of services. RJ indicated that we know what the issues are and have many tools and examples of good practice that can be shared and discussed. What we need to consider is the practicalities of, for instance, joint commissioning and determine what we are going to do and when.

It was felt that there is an opportunity to consider what our new work programme will look like and start fleshing out common initiatives as soon as possible. It was agreed to use the next CPB meeting to develop priorities and work programmes and create a clear development plan for partnership working, appropriately resourced, alongside a direction for the refresh of the What Matters Strategy. AW suggested testing the appetite to consider elements of this jointly with the Vale – as they are having similar conversations at the moment.

**Action:** The next CPB meeting will be used to review partnership working and to develop a direction for the refresh of the What Matters Strategy (Secretariat)
BD provided an update on the budget situation for South Wales Police which has reduced its budget by over 20% since 2010 and needs to make a further saving of £36 million over the next 4 years. There is a commitment to retaining levels of front line staff and SWP is now reaping the rewards of adopting lean methodologies several years ago. SWP is planning to work more closely with Gwent and Dyfed Powys police services in future.

SH outlined the health position with there being a need to make £50m of savings in 2014/15 and a difficult capital finance position. Cardiff and Vale UHB has the lowest spend per head of population in Wales. There have been two years of efficiency savings and a feeling that the majority of easy savings have been achieved. As a result there is a need to transform services at pace but also a number of serious pressures on the system, such as the increasing number of asylum seekers in the city centre. The UHB is trying to develop a narrative around this which can be fed into the refresh of What Matters. There is also an issue with unscheduled care – no, one large specific issue but many small things reaching tipping point – although there has been success with the care fund – it is essential to have practical conversations about care and gateways to care.

PO discussed the plan to hold a joint meeting of Head of Finance level of staff now that respective budgets for 2014/15 had been agreed and it was agreed that this meeting should take place.

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<th>3). Regional Collaboration / Commission on Public Service Governance and Delivery</th>
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<td>RJ outlined that the report recommending the move towards a Joint LSB had gone to both Vale of Glamorgan and Cardiff Council’s Cabinet for consideration. SH thanked RJ for producing a good piece of work and welcomed the move. PO explained that the council is waiting on Welsh Government to clarify its position regarding the Williams report and then the council will respond accordingly. Consideration will then be given to what the Joint LSB will mean for Cardiff’s partnership approach.</td>
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<td>SHB explained that for C3SC there is an imperative around future funding to work more collaboratively with partners in the Vale. While it is a choice it won't happen and there will potentially be delays. SH pointed out that the Cardiff and Vale UHB struggle with working with two separate Boards but that it was important to have transition arrangements and identify areas where there are opportunities for joint working to happen quickly. SM agreed that we must take opportunities that aren’t contentious and have reporting through to the Joint LSB and that Joint Boards such as the Health and Social Care Board have a real role to play.</td>
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<td>RJ suggested that the next CPB meeting considering the refresh of the What Matters Strategy could consider a framework for joint working. The meeting after that might potentially be a joint meeting with the Vale of Glamorgan.</td>
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<th>4). Human Exploitation</th>
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<td>Nici Evans, Partnership Manager, Cardiff and Vale UHB and Bailjat Gill, Anti-Human Exploitation Officer, Safer Wales, delivered a presentation to the CPB on human exploitation.</td>
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<td>They outlined the robust multi-agency approach to managing the most complex cases of street sex workers in Cardiff and the impact of sex work on communities. In addition they discussed some of the barriers that they have faced in tackling human trafficking – largely around a ‘not my problem’ attitude resulting from it not being considered ‘core’ to business – and a general disconnect between strategic planning and delivery.</td>
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PG asked if the ‘not my problem’ attitude was because previously these issues had been difficult to recognise or because it has been associated with other areas of the UK rather than as a Cardiff problem. NE responded that it was a mixture of both and also a question of capacity. There was also an issue with it from a regional footprint point of view as it isn’t really considered as much of an issue in the Vale of Glamorgan.

SH requested information about monitoring of numbers and trends as without seeing outcomes or figures it is more difficult to get support. NE explained that there are clear outcome measures and baseline data; however, it is difficult collecting data due to capacity issues. Many of the barriers are being overcome and while the numbers of some of these issues aren’t increasing, the awareness of them is, although at a national level there is evidence that forced labour is increasing. There are also issues where we need to focus more such as: child sexual exploitation, missing children and off street sex workers. SHB indicated that there are third sector groups who could help champion this and will come across this issue regularly. NE outlined that information on training is disseminated through Neighbourhood Partnership teams and that there has been significant engagement with third sector partners.

PO expressed concerns that barriers existed but understood it did not fit neatly into any area and requested that NE present to the Council’s Senior Management Team about these issues. RJ felt this work needed to link into the development of a multi-agency safeguarding hub (MASH). NE agreed that the sooner we have a MASH in Cardiff the better. PG felt that by investing in a MASH it would mean less intervention longer term and should therefore be a partnership priority. PO requested an update on progress with development of a MASH to be brought to a future CPB meeting.

BG raised concerns about information sharing protocols and explained that they had less than 6 responses to their request for information on sex work as a lot of organisations are hiding behind data protection laws. PO requested that they use the name of the CPB and members to remove these obstacles and indicated that MASH is a key priority.

SH asked about the role of the Local Safeguarding Children Board (LSCB) on these issues. NE presented to LSCB 2 months ago and it was agreed that the human trafficking and domestic violence forum could report jointly to CPB and LSCB on these issues. PJ praised the impact of the human trafficking forum in raising awareness of these issues. Fire staff found the multi-agency training on the issue to be very useful and through involvement of PJ on Wales Anti-Human Trafficking Group there is a mechanism in place to report on this issue.

5). Making Every Contact Count

Dr Siân Griffiths, Consultant, Public Health Wales provided a presentation on the Making Every Contact Count approach to improving the promotion of health and wellbeing. Data shows that in key areas in Wales – such as obesity, physical activity and drinking – we are moving in the wrong direction. SG requested the support of the CPB in rolling out this approach with other partners and aligning it with partnership priorities so that it can be offered and considered by other partners as an approach to influencing positive behaviour.

PO expressed support for this agenda but questioned the capacity to deliver this programme – from a school perspective it could be really significant – and requested that the partnership team identify staff groups that have time with clients and liaise with SG. BD outlined the success of a similar approach undertaken by the Police, Operation

Action: Nici Evans to present to the Council Senior Management Team on human exploitation (NE)

Action: An update on progress in developing a multi-agency safeguarding hub at a future CPB meeting (Secretariat)

Action: Partnership Secretariat to assist NE/BG in unblocking release of information on sex work (Secretariat)

Action: Secretariat to provide Dr Siân Griffiths with contact details for Belinda Davies (Secretariat)

Action: Partnership Team to pick up with Dr Siân
Perception, and felt it would be a good opportunity for the making every contact count to collaborate on this approach and train PSOs. BD requested that her details be shared with SG so that this can be arranged.

SH explained that it is a relatively straightforward concept and you don’t need a medical background to provide information and it is very scalable.

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<th>6. Estyn / Youth Engagement</th>
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<td>Philip Lenz, Chief HR Officer, Cardiff Council and Ita McNeil-Jones, Business Development Consultant, Cardiff and Vale College (CAVC) provided an update on the Council’s Apprenticeship Framework and the work to encourage work placements in the city. As a result of the Welsh Baccalaureate there are a large number of students requiring work experience and work placements. This comes at a time when public sector organisations are contracting and finding it difficult to support placements.</td>
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<td>Griffiths about appropriate front line staff outlets in Council (RJ)</td>
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In the next academic year between 2,000 – 2,500 students will need work experience or work placements – which will require forward planning. IMJ indicated that CAVC have coordinators in place to source students and match with appropriate roles meaning they can support this process.

PO supported the aim of providing work experience / placements for students and requested that SM provided an update on the EETS Action Plan as the Estyn inspection indicated issues around the local authority role with respect to young people not in employment, education or training (NEET) and a feeling that there was no tightly honed strategy. SM outlined the need to ensure we are making progress against this agenda and how we are doing against other UK cities and areas in Wales. The EETS Action Plan was developed using the Welsh Government framework and focuses on ensuring employability skills and gateways leading to sustainable employment opportunities. The Action Plan is clear about the priorities, the leads and will report to this Board and each organisation. IMJ informed the CPB that there are currently 150 former CAVC students currently classified as NEET who need additional help and this is on the CAVC agenda too.

SH hoped that the UHB could offer some access to opportunities and asked if all schools have the same week allocated for work experience as it makes it difficult for organisations and there is a need for phasing. PL indicated that the Welsh Baccalaureate is flexible but that work experience had to take place during term time. Discussions took place about the need for coherence regarding work experience, apprenticeships and work placements and it was suggested that there should be one facilitated access point for both schools and colleges. SH indicated that Michelle Fowler would be able to link into this agenda from a Cardiff and Vale UHB perspective.

PO requested that a presentation on the wider work around youth engagement be brought to the CPB and stressed the importance of linking young people and opportunities arising from the Welsh Baccalaureate and workplace experience. RJ explained that there is a locality resource that can be utilised as a result of the links between Careers Wales and Neighbourhood Partnerships. PL explained that in schools requests for placements come via Career Wales – but the issue is that organisations are rejecting them – including public sector organisations.

PO suggested that we identify relevant partner officers and that there is a brokering role to be played to provide a linking point between young people and opportunities.

PO provided an update on the Estyn inspection. It showed some good progress around partnership working, however, the key issue raised was around attainment (especially at a Key Stage 4 level) and progress had not been good enough. GCSE tracking of progress is
just above the Welsh average but below that of other core UK cities and it is essential that this is improved. As a result an improvement plan is being developed.

7). Neighbourhood White Paper Update

RJ provided an update on progress with Neighbourhood Partnership inductions. It is an opportunity to share the key messages about what neighbourhood working entails and get it to filter through at a strategic level as well as clarify what the role of a Lead Member includes. This session will take place on the 15th April.

The Neighbourhood Fund has also gone live and received a lot of interest which is extremely positive.

8). Partnership Scrutiny

Items 8.1 – 8.5 included for information. It was emphasised that the number of responses required has been a burden on the capacity of staff and that there is a need for clarity over the role of the partnership scrutiny panel as outlined in the Estyn report and improved links with the scrutiny function of the Council.

SM felt it would be more sensible to include partners in mainstream scrutiny in line with the new Welsh Government legislation on the Designated Persons Order.

PO indicated that this is an area to revisit at future meetings.

Action: Consider role of partnership scrutiny arrangements as part of review of partnership direction / What Matters (Secretariat)

9). Programme Performance

Please refer to Items 9.1 and 9.2.

10). Horizon Scanning and Any Other Business

BD suggested delivering a short presentation on the NATO Summit at the next CPB meeting to provide information on what it will mean for the city and it was agreed that this would be useful.

RJ outlined that the large number of letters, requests for updates and consultation responses from Welsh Government is causing real capacity issues and a lot of officer time is spent servicing these requests. It is important that greater consideration is given to our ability to respond to such a proliferation of requests when capacity is stretched.

SH proposed that we consider how to incorporate the climate change agenda – which is rapidly expanding and links to sustainable development and ensuring Cardiff is a liveable city – into the work of the partnership. RJ indicated that this forms part of the Future Generations Bill and will need to inform the review of programmes and workstreams as part of the refresh of What Matters and link to the Urban Environment programme.

Action: A presentation on the NATO Summit to be included as a substantive item on the agenda of the next CPB meeting (Secretariat)

10). Dates of Next Meeting

- Friday 23rd May, 9:30 – 12:00, Committee Room 4, County Hall
- Tuesday 24th June, 14:00 – 16:30, Venue TBC
- Wednesday 10th September, 10:00 – 12:30, Committee Room 3, County Hall