Cardiff Partnership Board
Minutes of the meeting held at 2:00pm on Tuesday 17th December 2013

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
Sarah McGill (SM) (Acting Chair) Director - Communities, Housing & Customer Service, Cardiff Council
Paul Orders (PO) Chief Executive, Cardiff Council

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

In attendance:
Nick Batchelar (NB) Director – Education and Lifelong Learning, Cardiff Council

Apologies:
Adam Cairns (AC) Chief Executive, Cardiff and Vale UHB
Martin Critcher (MC) Group Manager, South Wales Fire and Rescue
Eleanor Marks (EM) Director, Communities Division, WG

1). Welcome, Minutes and Matters Arising

Paul Orders, Chief Executive of Cardiff Council, was welcomed and a round of introductions took place.

Apologies were received from AC, MC, and EM.

The minutes of 9th September were agreed as an accurate record.

Matters Arising

CPB Chair
SM outlined that feedback from CPB members had indicated that there was a unanimous view that PO should be CPB Chair moving forward. PO accepted on condition that the Council Leader approves. RJ reminded colleagues that the Chair might have to be discussed again if Joint LSB plans progress.

2). Budget 2014/2015

SM provided an update on the council’s budget situation. The headline figures are that the council needs to meet a budget shortfall of £50 million in 2014/2015 and around £100 million over the next 3 years. Directorates are currently putting together proposals, considering the impact of potential cuts and working on how to mitigate this impact.

RJ provided further information about the council’s consultation on its budget priorities. The council has developed an in-house online tool that has received over 1,300 responses so far and while the consultation focus has been quite broad, on priorities, it has flushed out a lot of useful information with a lot of narrative generated via qualitative data. It has
been reassuring that the public’s priorities match with the council’s priorities. The online tool and 3 consultation events that have been held are only the start of the conversations and the public have really appreciated the complexity of the decisions that need to be made and some good ideas have been brought forward. The Cabinet is open to starting conversations for the next budget round in April and using the public to shape solutions at an earlier stage.

PO indicated that a £50 million budget shortfall is a huge jolt to any organisation, with far reaching implications (even with mitigations) and the world of alternative service delivery mechanisms is now upon us. It is time to consider what the priorities are and what the organisation will look like in 3 years.

SH provided an update on the NHS budget and reflected that the picture was not much better. The UHB has moved to a 3 year financial planning cycle in line with Welsh Government legislation and is looking to make significant savings over the next 3 years. The plan is to create a surplus to invest in changing services. The sorts of funds coming out of budgets make fundamental changes to services, and it is essential that the partnership works together as the challenge is to identify cross-organisational impacts and find ways to work collectively to meet gaps in service provision. Health has a plan that it is confident it will deliver. It is £9.6 million off plan for the current year; however, this is off the savings plan rather than the operational budget. There have been some substantial savings achieved already this year (over £70m) – such as by reducing the average stay at hospital by 2 days.

BD explained that the police precept is not yet known, but that the police had saved £40m since 2010 and that she should be able to provide further information at February’s CPB meeting.

PG provided information on Wales Probation Trust’s budget. The amalgamation across Wales in 2010 has meant that a lot of the savings have been made already and efficiencies have been made since then (such as reducing the number of local delivery units to 7). As the Ministry of Justice has the same budget next year it should mean Wales Probation’s budget will be similar as well but going beyond next year’s budget it is hard to say. Further information about the changes to Wales Probation will be discussed as part of item 6.

SHB outlined the C3SC budget position. There has been a 10% decrease in WG funding and C3SC will need to demonstrate how it is pushing forward the anti-poverty agenda and moving towards regional working. Council & UHB positions will have a huge impact on public sector. Third sector is now looking to become a potential provider of solutions as well as a voice at the table. Important that we stand together through the challenges and collectively face them as there will be significant issues of sustainability. SHB advocates the third sector taking a solution focused approach to what is happening and focusing on what it can contribute. There is also a need for all partners to be transparent regarding transformations and savings as there is a risk of dis-engagement from third sector if not kept involved or informed.

SM suggested that radical solutions were needed to make best use of the core budget and a focus on outcomes rather than service provision. There is a need for immediate conversations for this year and future years to help each other through the challenge and avoid issues emerging due to gaps in provision, such as bed blocking.

SH maintained that people need to focus beyond immediate delivery issues as these issues can’t be confined to traditional silos.
RJ pointed out that we have a big programme in Cardiff with common themes across the board in terms of service delivery and partnership working and that we have taken steps forward in joint commissioning. There is a need to address the risks such as third sector organisations going bust or council delivery being drawn back. Welsh Government hasn’t necessarily got a sense of delivery challenges we are facing and there is a need to future proof services against future demand pressures. A further risk for Cardiff is of Families First funding being reduced – at the moment not hitting spend in all programmes as there is a big issue of staff resources in statutory organisations.

SH felt it is key to bring lessons learnt back to CPB with respect of the key blocks that have emerged and issues around statutory operating protocols (families first staff resourcing being one example). It is important to have a developing conversation around budgets at the next CPB meeting in February.

RJ asked if it would be worthwhile pulling together Head of Finance level staff from all partners to discuss respective budget cuts and their implications for the city. SH agreed that there would be merit in holding a meeting with Director / Head of Finance level as well as an operational member of staff to take on the work so that all organisations can understand budget implication and share what it means. SM outlined that a communiqué should be sent from the CPB requesting a meeting of Heads of Finance so that partners can work together to mitigate the impact of cuts and to transform services.

**Action:** Respective budgets to be discussed as a substantive item at the next CPB meeting with further detail provided (Secretariat)

**Action:** A communiqué, on behalf of the CPB, sent to Head/Director of Finance of each organisation requesting a joint meeting to discuss financial situation (Secretariat)

### 3). Education Development Programme Board

SM welcomed Nick Batchelar, Director of Education, Cardiff Council who provided an overview of the Education Development Programme Board, the draft Education Development Plan and informed the CPB of the current position ahead of the Estyn monitoring visit in February.

Since the last Estyn inspection education has been a shared priority for all partners. There is an element of anxiety around education in Cardiff – understandably as it is the capital city. Previous partnership education arrangements weren’t working – this is extremely important given that 3 of the Estyn recommendations from 2011 had the word ‘partnership’ in them and that Estyn generally expressed concern about education in partnership arrangements. Therefore, there was a need to bring education firmly into partnership arrangements and re-align the Families & Young People Programme Board.

The draft Education Development Plan is supposed to be a partnership plan – it is robust and structured around the 3 key Estyn outcomes. The plan has high level key performance indicators and does mesh with the Corporate Plan and What Matters. It focuses on the key education outcomes at 16 and at 12 – including NEETs and attendance in particular. There was a decision to refer to ‘EETs’ (in Education, Employment or Training) instead of ‘NEETs’ as it is a more positive term. Obesity has also been included as an improvement outcome based on conversations with SH.

Concerns were raised about the Welsh Government Regional Consortia and how it is not focused enough on improving education. As a partnership there is a need for the consortium arrangements to work and if it doesn’t we need to say it. There is also a need to update the relationship between schools and the council and improve both school governance and performance management. We should bring success (whether that is in sport, culture or business) into the system via governance and relationships should be built on a long term sustainable basis and not just around individuals.

SH indicated support on cross-system/cross-sector working but questioned if the way the Education Development Board is set up will meet the requirement for building
partnerships. She pointed to the lack of representation from Cardiff University and asked whether any private schools had been invited to contribute.

NB accepted that there is a need to review membership and the relationship with the Families & Young People Board and there is a risk that it is just about people in education per se. There is a need to ensure engagement with Cardiff University and this is being done on other levels. Other than Howells there are not many other private schools in the city and this represents a difference from other UK cities and is surprising considering the affluent communities with underperforming schools.

SM felt that a representative from the Cardiff Business Council should sit on the Education Development Board as well.

Discussions took place about the cross-over between the two Boards and SH raised concerns about obesity being in only the F & YP Board as it is essential that older children purchase into the health and wellbeing agenda through the curriculum. NB indicated that the Education Development Plan will cut across both Boards and has many cross-cutting priorities such as EETs for both the council and partnership. It was also pointed out that the relationships with Head Teachers and Governors are key as well.

NB then outlined the Estyn visit on 10th-14th February and that it is important that everyone is on the same page and know where our strengths lie and that the two Boards work together and make it work. RJ agreed that we should consolidate the position of the Boards now but continue to review over coming months.

SHB asked why parents were not included on the Education Development Board and whether this was a deliberate omission as she considered them key to outcomes. NB responded that this wasn’t deliberate but that it is difficult to work with parents through representative structures and parents feedback needs to be taken seriously. He suggested the best route might be strengthening the role and engagement with Governors and through them with parents. SH added that this should also include engagement with specific groups, such as special educational needs and learning disabilities.

4. Cardiff and Vale of Glamorgan Joint LSB

RJ provided an update on the Joint LSB project. The Delivery Plan has been updated following the comments at the meeting on the 10th December including adding the University Health Board Chief Executive, Chief Officers of C3SC and VCVS, and pushing back the timescales.

AW expressed concerns about the nature of the Stakeholder Group. SM agreed and felt the key to stakeholder engagement is through priority working groups and existing methods. The stakeholder group is almost a distraction and the description needs to be changed.

RJ had raised these concerns with Olivia Crill at BDO and the stakeholder group could be one of a number of things, such as a one off forum. RJ will ask Olivia to leave the description of this group generic and flexible.

PG indicated that there had been similar discussions about this at the Vale. SH added that this is about the over-arching strategic direction and there is general agreement at the Vale in respect of this and the Vale LSB is happy to move forward with the report.

SM outlined that this plan will need to be formally signed off by both Council and partnerships. RJ has discussed this with Huw Isaac at VOG Council and the plan is to
develop a joint report and prepare to go through formal decision making processes – the earliest this can happen at the Council is April.

SH keen for this to go to the Health Board in order to keep partnership high up on the agenda and recommended that the first Joint LSB meeting focus on some of the successes (such as some of the Health and Social Care projects which are delivering well) in order to give confidence and show that many good things are happening already.

SM asked if the CPB was happy to approve (with discussed amendments) and move forward. SH keen to take to Health Board in March and recommended that the report be taken to the next Regional Collaboration Board meeting. There followed discussion around agreeing regional priorities and it was felt that education and economic regeneration were missing, however, the city-region approach for the economy might mean this shouldn’t be included and priorities should have something critical to each partner organisation. It was also felt that a lot of preparatory work is required to help deliver a Joint LSB.

### 5). Neighbourhood White Paper Update

RJ updated the CPB on the progress of the Neighbourhood White Paper and achievements against the action plan. She informed the CPB that there is a lot of member support. The following progress has been made:

- Recruitment of 6 Neighbourhood Partnership Officers who are now in post in a newly defined role, with greater focus on joining up and doing.
- Soft re-branding to neighbourhood partnership
- Directors in place from Council – once Lead Members are in place there will be a round of joint inductions
- Recruitment of Lead Elected Members about to begin. Role profile drafted and invitation for expressions of interest has been sent out
- Intention is to recruit Lead Members and do a full re-launch in early 2014
- Terms of reference drafted for both Neighbour Partnership officer and Member meetings
- Progress in implementing a community trigger pilot and working with Cardiff University to develop this
- Neighbourhood Intelligence reports have been amended and have been tailored to specific action plans
- Written to the Police & Crime Commissioner’s Office regarding a potential review of PACT meetings which was positively received

SH explained that the Health Board had been taken through the Neighbourhood White Paper and it would be going through the Management Board next week and requested that we buddy up induction with Clinical Board Sponsors. Partnership management induction will include people from the police and health. Copies of job descriptions, role profiles of Lead Members and terms of reference for both meetings were requested.

SM welcomed the good progress that had been made on this agenda.

### Action: Circulate job descriptions, role profile of Lead Members and terms of reference for both NP officer and Member meetings. (Partnership Secretariat)

### 6). Wales Probation Trust

PG provided an update on the reform of the probation services in Wales. Changes have been driven by the Ministry of Justice and Westminster. From the end of January 2014 all probation staff will be re-assigned to two new organisations; the National Probation Service and a publicly owned Community Rehabilitation Company (CRC) that will be sold in November 2014. The CRC will be one organisation but with a number of delivery units. There have been 4 or 5 expressions of interest in this and 750 organisations interested in...
delivering services. The National Probation Service will deal with high risk cases (along with all public interest work) and the majority of cases, considered lower risk, will be managed by the CRC that will operate on a payment by results basis. In Cardiff, re-offending rates have been brought down for the fifth quarter in a row.

Moving from 7 Local Delivery Units to 5 – Cardiff and Vale will exist as one entity but someone will be in charge of the National Probation Service side and another person in charge of the CRC side. Need to decide on which or if both representatives sit on partnership? At the moment the two organisations will be co-located but after the sale in November this might be looked at.

RJ requested to know who the CRC would be responsible to. PG responded that initially both will be responsible to Government, however, from November when the CRC is sold off there will be a contractual relationship. Sarah Payne (Chief Executive of Wales Probation) will run probation/prisons and be responsible for CRC contract so therefore CRC will be accountable to Sarah Payne.

Concerns were raised about the private sector managing the CRC and about how this would work for neighbourhood partnerships. PG agreed the neighbourhood partnership approach would have to be slightly different but made clear there is a commitment to partnership working as collaborative working is integral in Wales and unless probation puts resources in then long-term it won’t see the benefits with respect to re-offending. CRC will service partnership agenda in Wales as much as the National Probation Service.

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<th>7) Partnership Scrutiny</th>
<th>Action: Respond to the Public Sector Asset Management Scrutiny Report (Secretariat)</th>
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<td>SM indicated that the partnership had responded to all partnership scrutiny but Item 7.4, the Public Sector Asset Management Scrutiny Report. From the Council perspective there is a need to create an Asset Management Strategy moving forward and the need for a partnership report.</td>
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<th>8) Programme Performance</th>
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<td>Please refer to items 8.1 and 8.2.</td>
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<th>9) Horizon Scanning and Any Other Business</th>
<th>Action: RJ to circulate relevant PSLG papers to CPB members</th>
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<td>SM updated on welfare reform and indicated that concerns remain about universal credit and generally around impact of welfare reform and what it means for the city.</td>
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<td>RJ explained that she had been requested to send out Public Service Leadership Group papers to the LSB and will circulate relevant papers in future.</td>
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<td>SH raised that there has been a substantial push with the Audit Commission to work on enabling the information sharing agenda. It might be worth coming back to this if a Joint LSB happens as it will need to pick up on these issues.</td>
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<td>Discussions were held regarding the introduction of a Vice Chair position for CPB and SHB was nominated to hold this position.</td>
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<th>10) Date of Next Meeting</th>
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<tr>
<td>• Friday 21st February, 10:00 – 12:30, Conference Room 1, Cardiff Bay Police Station</td>
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<tr>
<td>• Tuesday 29th April, 10:30 – 13:00, Committee Room 4, County Hall</td>
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