Cardiff Partnership Board
Minutes of the meeting held at 2:00pm on Wednesday 5th December 2012

Attendance:
CPB Members:
Jon House (JH) (Chair) Chief Executive, Cardiff Council
Martin Critcher (MC) Group Manager, South Wales Fire and Rescue
Bayo Dosunmu (BD) Senior Civil Servant, (SRO for Public Transport), Welsh Government (WG)
Peter Greenhill (PG) Assistant Chief Officer, Wales Probation Trust
Sian Harrop Griffiths (SHG) Assistant Director of Planning, Cardiff and Vale UHB
Sheila Hendrickson-Brown (SHB) Chief Officer, C3SC
Sarah McGill (SM) Corporate Chief Officer – Communities, Cardiff Council
June Milligan (JM) Director General, Local Government and Communities, WG
Alun Thomas (AT) Chief Superintendent, South Wales Police
Julian Williams (JW) Superintendent, South Wales Police

Policy Support:
Rachel Jones (RJ) Operational Manager – Policy, Partnership & Citizen Focus, Cardiff Council
Emma Robinson (ER) Policy & Engagement Officer, Cardiff Council

In attendance:
Lynda Chandler (LC) Programme Manager, Wyn Campaign
Martin Birch (MB) Operational Manager, Bereavement and Registration Service, Cardiff Council & Joint Chair of Cardiff South East Neighbourhood Management Team
Nici Evans (NE) Partnership Development Manager, Cardiff and Vale UHB & Joint Chair of Cardiff South East Neighbourhood Management Team
Roxanne Hammonds (RH) SARC Manager
Alison Mott (AM) Lead Paediatrician, Cardiff and Vale UHB

Apologies:
Adam Cairns (AC) Chief Executive, Cardiff and Vale UHB
Sharon Hopkins (SH) Executive Director of Public Health, Cardiff and Vale UHB
Sheena Lawson (SL) Partnership and Policy Team Manager, Cardiff Council
Anne Wei (AW) Strategic Partnership and Planning Manager, Cardiff and Vale UHB

1). Welcome, Minutes and Matters Arising

SM welcomed everyone to the meeting; JH joined the meeting mid way through Item 3. Apologies were received from AC, SH, SL and AW.

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

Matters Arising
Future Cities Demonstrator Bid
RJ informed the Board that the team working on the bid have unofficially heard that their bid will not progress into the final round of application.

Letter from Chair to CPB / One Year On survey
RJ explained that the letter and survey has been distributed to operational leads and encouraged all to complete the survey. Results from the survey will be brought to the next meeting

Action: Secretariat to prepare results for next meeting
**Frequency of meetings**

RJ suggested that future meetings (either from the New Year or new financial year) be arranged bi-monthly, reverting back to the old format of three hour meetings. SM reported that at the last Cardiff Partnership Leadership Group (CPLG) there was an interest to arrange a joint meeting between the CPLG and CPB to deepen understanding of each others’ roles. The CPLG are extremely engaged and energetic and are keen to meet to avoid any possible duplication of activity between the two groups. JM suggested that if a bi-monthly schedule was adopted more operational meetings could take place in the interim periods as she found previous meetings with the operational leads extremely valuable and energising.

Bi-monthly meetings were agreed on the understanding that issues can be dealt with outside of this structure. SM stated that the growing maturity of the Programme Boards means a lot of the discussions now remain at that level of management, and that development sessions (to include operational staff) could be held in between (initially using the pencilled dates for the monthly CPB meetings) to decongest the agenda at the CPB meetings.

MB highlighted that a move to bi-monthly meetings would mean that the Board will only receive presentations from each Neighbourhood Management Team once a year. SM replied to say that any urgent issues outside of the reporting framework could be brought to the CPB as a separate agenda item on a needs basis.

| Action: CPB schedule of meetings to move to bi-monthly from February 2013. |
| Action: Arrange joint meeting between CPB and CPLG (at the CPLG’s next meeting on Wed 20th March 13.00 – 15.00) |
| Action: Secretariat to draft format for developmental sessions. |

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**2). Issue in focus: Health – WYN Campaign**

LC thanked the Board for inviting her back to present on the developments of the WYN campaign, a year since it was last presented.

The name ‘Wyn’ replaces the previous title ‘Frail Older People’s Service Delivery Programme’ and was chosen as Wyn can be either a female or male name, enabling a person centred approach to be integral to the programme i.e ‘What does this mean for Wyn?’

The presentation was split into the following headings;

- **What have we done?**

  After agreeing the vision and model (designed in collaboration with partner agencies) and an aspirational pathway (working with clinicians in the Health Board on the preventative agenda and with A&E regarding the hospital interface), a big piece of work was the Roadmap to Integration / Workforce Development Plan. This involved multi agency workshops to pull together an integrated strategy and action plan with associated inter agency development days.

  The programme is currently in Phase 1c, at the ‘Step Change’ stage of the programme before entering into larger transformational change. The whole programme is likely to take 5 to 8 years.

- **The Model: Team Around Wyn**

  The Wyn Campaign has adopted the ‘Continuum of Need’ model, as used in Families First and Team Around the Family which is also likely to be adopted by WG’s Mental Health programmes in the future. Examples of Universal services in this model include signposting / community hubs, healthy ageing and Primary Care Risk Stratification. Phase 1c is mainly situated on the targeted interventions continuum of need to prevent hospital admission and increase earlier discharge. A Joint commissioning framework/Unit is being drafted with a series of options within the draft paper. The Focussed Improvement in Advance Care Planning and End of Life Care is being examined on a national and local level, headed up by Dr Julia Yapp and her work in care homes.

  The coordination for the model is being piloted in the South East practice. Workshops have been held with the 3rd sector to offer signposting into the Wyn campaign. The
campaign is working with Public Health and the 3rd sector to develop a Wyn Charter for shops and communities. Denise Shanahan, Consultant Nurse, is leading on this piece of work which will be built into the Action Plan in the New Year.

- **Components of Phase 1c**

  The Community Resource Teams are working to a single operational policy (with improved consistency across the 3 localities). The Integrated Discharge Team aims to be co-located from January 2013. The Frail Older People’s Advice & Liaison (FOPAL), using learning from Leicester and Bournemouth, aim to find ‘Wyns’ on arrival into hospital. The Elderly Care Assessment Unit (ECAS) means that GP’s do not have to admit their patients to receive services. Focussed activity aims to limit discharge from hospital to 3 days (national research suggests that admissions exceeding 21 days results in an increase in requiring further institutional care) and there are ‘step up’ interventions for reducing harm from falls (including training in peoples’ own homes, improving chronic conditions management, care home in-reach and multi-disciplinary support to Wyn as identified by FOPAL and ECAS.

  It should be noted that this activity is available to anyone over 18 years but in reality 80% of those using the programme are older people.

Feedback from the ‘early Wyns’ has been positive and there is great momentum behind the programme. The values and ethos across the workforce has brought together frontline staff from health, social care and the voluntary sector.

- **Barriers**

  The main challenges on the horizon include the financial climate and the risks if pump-prime funding is not an option. There needs to be a strategic debate about the governance and decision making process, as each organisation has their own structure, in order to be able to respond in an agile manner. During the period of consolidation it will be important to maintain momentum and morale.

- **Next steps**

  Embedding and learning from Phase 1 and implement as much of Phase 2 as possible by using existing resources differently. Work on culture and workforce will continue as will maintaining communication and feedback with stakeholders. There needs to be strong strategic debate regarding the structural integration of the programme and its multi-agency partners.

SM thanked LC for her presentation and invited questions from the Board.

PG asked what the challenges are regarding the mobilisation of the programme and coordinating practice and working together to deliver and measure the impact the Programme has made. LC responded by saying that unknown demand and limited investment are challenges and there is increased pressure as momentum gathers. The operational teams (which include Mike Murphy and Vicky Warner) are meeting regularly to monitor the framework.

SM asked, in terms of governance, what high level decisions need to be made and are decisions more of an operational level? And if, from the council’s perspective’s, there is any action necessary?

LC stated that the programme is currently managing but decisions will need to be made more quickly once it’s in the transformational stage of the process.

SHG explained that they are developing a single service model over the next 2/3 months between the 3rd sector, local authority and UHB so this can be embedded in the co-located teams, similar to services in Torbay.

SM said it would be useful to know timings and when this plan/vision will be in place in local authorities and 3rd sector. LC replied highlighting that the IHSC Programme Board is itself under review and would be addressing this in the next 6 months.
SHB asked how the programme would sustain the morale and momentum that has been built. LC replied by saying the Programme has developed quickly which has kept energy high but there is concern as the work moves to consolidation that things could slow down. All cross sector partners involved need to contribute to this message of continuing momentum.

JM stated she was very excited to hear about the progression of the programme and asked if they were able to answer ‘how many Wyn’s?; how many staff? How much savings have been made? In order to demonstrate the potential for up scaling and being transformational. LC replied stating that measuring benefits is difficult. They measure any reduction in length of stay and admission to care homes and the whole model (not just this phase) will create 120 virtual beds. SHG added some concern about not wanting to revert back to measuring performance only in number of beds, monitoring that is needed in the Pay Back Invest to Save reporting. This method doesn’t allow for inclusion of increased numbers of those who are maintained at home.

JM said that communication with the public needs to be improved using a different narrative due to the different approach used.

SHG stated that the teams have a clear policy of who to admit but there is potential for the programme to be swamped by those not already in the system and care needs to be taken to ensure that we don’t unearth unmet need that should’ve been addressed at an earlier stage. However, we are all aware that this is an ever increasing client group. At the moment the programme is targeting intervention but in order to achieve transformation this needs to be stepped up to universal provision and preventative action.

JM stated that learning could be shared from other sectors. Probation work to Payment by Results in some areas of their work and face similar issues like accounting for preventative work and may be able to share any other methodologies that are available.

PG stated that the Payment by Results pilot had been closed but they have done some work around the issue of who gets the credit for any changes/intervention in the chain of partners working together for payment by results. PG said he is happy to share their thoughts and SM asked that he bring any findings applicable to monitoring preventative approaches to the next CPB meeting.

3). Neighbourhood Area Review

SM welcomed Martin Birch, Operational Manager – Bereavement and Registration Service, Cardiff Council and Nici Evans, Head of Partnerships, Cardiff and Vale UHB, both Joint Chairs of Cardiff South East (CSE) Neighbourhood Management Team.

The work in their locality demonstrates the delivery arm of the Wyn campaign and NE began by explaining, following the production of their action plan, that the group have formed an Older People Action Group to target work for one of their identified priorities.

NE highlighted the need to set up an Older People Action Group. 16% of the total Cardiff population of people over 65 years live in CSE which, although not a high percentage, new intelligence suggest that those 16% are more frail and vulnerable than those in other areas. This group has been set as a priority for the Addressing Disadvantage and Promoting Social Inclusion and Belonging Task Group.

There is good attendance on the Older People Action Group from a wide variety of partners; Care and Repair, Communities First, Public Health, Housing, Age Concern, District Nursing, Police (the PCSOs and Neighbourhood Policing Team make a huge contribution to this agenda), Council Partnership team and ACE Cardiff (3rd sector organisation).

Following the presentation from LC on the Wyn Campaign, NE suggested that the relationship between the NMT and the programme needs to be more formalised.

The group has met 3 times since July and has developed an Older Person’s Profile of the area that builds a picture of the needs of older people living in the area to inform the Action: NE to invite representative from Wyn campaign to attend the Older People Action Group
The group has also facilitated the Healthy at Home Project with Care&Repair and the Four Elms Medical Practice. This project involves a 'welfare check' for over 75 year olds. GP’s send a birthday card to people for their 75th birthday which includes information prepared by Care&Repair on benefit and housing advice and falls risk assessments.

Guidelines for Engagement with Older People, based on good practice, have also been prepared and the group are working with Communities First to support the appointment of the Older People’s Co-ordinator who will help to develop and deliver the action plan.

A number of engagement events will be held over the coming months. NE is meeting with the Wardens of all Sheltered accommodation, residential homes and managers of nursing homes in the area in the new year to discuss how the NMT can support them locally. The group will explore ways of supporting music projects for people with dementia and is working with the Student Volunteering Centre at Cardiff University to explore ways of creating opportunities for students to work with older People in the area.

SM thanked NE for her presentation and said it’s extremely valuable to see the reality of work happening without huge additional resources. It would be useful for the other NMTs to have their own Older People’s profile as Cardiff North are also doing a lot of work in this area. RJ stated that the profile, as a development of the Neighbourhood Intelligence reports, will identify key areas and ‘drill down’ to aide delivery across Programme Boards.

RJ asked if it was known where the vulnerable people are in the area, following events two years ago of extreme winter weather conditions, to provide additional support where it’s needed similar to the Care & Repair welfare check. NE replied saying there is a local multi agency response which ties in with local intelligence and that the 3rd sector, UHB and the community payback team are well primed for this eventuality. MC said that Fire has a great role to play in this and can contribute safety checks, smoke alarm checks and will nominate a representative from SWFRS to attend.

MB then talked the Board through Cardiff South East highlight report and highlighted that work in their area is focussed on delivery of outcomes. Since their last attendance at CPB they have finished their action plan, which has three defined areas of work;

- Children and Young People
- Social Inclusion and Belonging
- Clean and Attractive Neighbourhood

The team also look at how to address city-wide issues such as NEETS and ask what they can contribute to the strategic agenda on a practical level.

Cathays will be a forthcoming priority to develop work in the North and following analysis from the Older People profile, a piece of work needs to be done around a residential area in Gabalfa with a high percentage of people aged over 65 years. In Cardiff South East over 50% of the 16% of Older People are within the top 30% of social deprivation

Community cohesion remains a priority for the area; there is a huge range of ethnic diversity in the area and 64% of all asylum seekers in the city live in the area.

Specific action groups have been set up over specific, time sensitive issues which have led to building relationship with new organisations such as Willows High School. The team has been able to provide leadership over complex areas such as Shelley Gardens and the discrepancy between perceived and real instances of anti-social behaviour in this area.
MB then highlighted some key milestones achieved, referring the Board to the attached Highlight Report;
- Sexual Health in Teenagers Action Group providing sexual and relationship education to vulnerable groups.
- Bayside Diner – a derelict building subject to fly tipping in Splott was an eyesore. Following identification of the owner by SWP, liaison with Council planners and a clean up (working with the Probation trust) the building has now opened as a tyre fitting centre. MB distributed before and after pictures of the site and explained it’s a great example of what can be achieved with little resources and time.

In terms of milestones not achieved, the team are still looking at alternative sources of funding for play provision for Gypsy and Travellers post March 2013. The issue of People Can, who were to lead on the Communities First cluster in that area, going into administration is also a threat.
SM explained that she is meeting with Welsh Government to establish a way forward and work out the practicalities relating to People Can and Communities First. She thanked MB and NE for their presentation and asked that learning be shared between other areas. JH added that it was clear a lot has been delivered.

4). Regional Collaboration
RJ introduced the Sustainable Development White Paper, stating it is a new duty on public authorities for sustainable development which will be introduced at a high level of decision making.
There is a proposal to establish a Local Service Board (LSB) using a strategic footprint. RJ made clear that integrated planning remains statutory but the partnership is not.
The deadline for responses to the White Paper is 4th March. Cardiff Council will be submitting a response and RJ asked if the CPB should submit a separate response.

Regional Collaboration Fund
The Minister for Communities and Local Government has indicated £1.5m is available for Cardiff and RJ referred the Board to the criteria as identified in Item 4.3. The funding is available to help deliver against the Simpson agenda to pump prime progression.
Initial project proposals need to be submitted by 18th January 2013 with a final round in February. The fund is available to all partners, not just local authorities, and RJ asked that the Board needs to agree a mechanism with which an application can be made.
JH added that the Minister has announced £10m for Wales and is looking for collaborative projects between local authorities (particularly with Vale of Glamorgan).
The CPB need to identify potential projects with other local authorities, preferably with the Vale of Glamorgan but if specific could involve others like Newport or Bridgend.
JM stated that WG are aware of the tight deadlines. This is because the Reform Delivery group meets at the end of January and would like to have sight of possible projects that can be further developed in February. Projects have to go ahead in time for end of financial year. She added that this fund would last for a minimum of three years (and may be scaled up). She stressed that projects should be additional but must bid to change service delivery models to make it sustainable.

Community Safety Review (CSR)
From 2013/14 the CSR fund will move to the Welsh Government’s Footprint for Public Service Delivery; aligning local authorities with Local health boards and South Wales police. There are a number of options going forward;
- combining partnership teams
- combining all LSBs in South Wales
- 3 LSBs (either Cardiff and Vale footprint or South Wales footprint)
- 3 partnership teams (either Cardiff and Vale footprint or South Wales footprint)
These proposals are radical and would involve the wider partnership agenda, not just the delivery of community safety. All agreed that a South Wales LSB would be unworkable so the potential discussion is to consider a joint LSB with the Vale. AT shared that whilst change would be welcome, the briefing paper (prepared by Dave Hayler), doesn’t account for political sensitivities. JH added that the leader of both Cardiff Council and the Vale of Glamorgan council are meeting next week to discuss the way forward, in terms of wider collaborative agenda, so will have more information to feedback at the next meeting. SM asked how the changes would affect South Wales Police. AT replied to say 4 BCU could be reduced to 3. Taking into account financial and political changes there is still an open door for collaboration. JM added that the driver for change is dissatisfaction with Safer South Wales and the review needs to look at how to make that work better.

**Action:** Update on Regional Collaboration at next CPB meeting

### 5). Sexual Assault Referral Centre (SARC)

SHG updated the Board on behalf of Fiona Jenkins and introduced RH and AM. She began by explaining the centre provides an excellent service and has improved multi agency working in this area. It is the only SARC in Wales to meet Public Health Wales specifications and covers Cardiff and the Vale of Glamorgan. Referrals have increased from approximately 570 in the last 12 months to around 580 in the past 6 months. The centre received capital funding from the CRI and revenue funding from the partnership, including Health and the Police; £77k previously came from the Community Safety partnership and the SARC is currently facing a shortfall of £117k for this financial year. There is a real stress on the service; which is receiving double the number of referrals with the same staffing levels and a big reduction in funding. The centre is different to the other SARCs in South Wales in that it is the only one run by statutory agencies. The others are charities and can access funding streams not available to Cardiff and the Vale. AT explained the Police’s involvement with the 4 SARCs across South Wales and that they commit approximately £55k to each centre. He referenced the integrated model in Manchester/Chester area which has 1 centre which receives adequate funding. He recommended, from a Police perspective, 1 operational SARC in the area would be beneficial. AM echoed this suggestion for a regional service following their model of ‘one stop shop’ services that includes the ability for forensic examination and storage of this information.

There is WG funding available from April 2013 and all SARCs in Wales are in competition for approximately £3m, which roughly works out at £100k for Cardiff and the Vale Centre. There is a real short term urgency to sustain services from now until April 2013 and services may have to be reduced in the next few weeks. JM will feed this issue and the CPB’s interest in its progress back to colleagues in WG.

JH asked if this could be a suitable proposal for the Regional Collaboration fund. RJ and SHB stated that a remodelling of the 4 SARCs is needed and SM said that this issue will be fed back into the Safer and Cohesive Programme Board.

**Action:** JM to feed this issue back to WG

**Action:** SM to feed this issue into the SCC Programme Board

### 6). Welfare Reform and Tackling Poverty Update

SM explained that following the settlement from WG information regarding Council Tax support the first 7,000 letters (of 35,000) will be issued with the remainder being issued in 7,000 blocks daily. These letters detail the percentage of council tax the individual will now have to pay from April 2013. SM stated that the council are anticipating a huge response from this and it will be a challenge to communicate clear messages, as these changes are occurring in combination with a number of changes including those in social housing.

Due to the number of people on the Task Group, further task and finish groups have been

**Action:** All to nominate partners
set up that deal with specific issues. The Communication group is asking for partnership representation to contribute to the communication strategy being developed. SHB voiced concern over the rise of loan sharks and asked what the partnership can do to help facilitate the use of credit unions and seek regulations over loan shark activity as people are potentially going to plunge into significant debt. SM explained that the Council has met with the Landlords Forum as there is real concern about a collapse in that sector and Councillors are asking this forum what would be useful for them during this time of reform. There is a small piloting scheme that has set up ‘jam-jar’ accounts that help with payments to landlords but this will not be of a scale to roll out in time for April 2013.

### 7). Education Improvement Partnership (EIP)

RJ referred the Board to the attached Cabinet Report which proposes the formation of a multi agency approach to improve standards and achievement in the east of Cardiff. This is a very challenging initiative which needs the strategic contribution of all partners and neighbourhood management teams. The programme will now report to the Families and Young People Programme Board as a workstream activity. JH added that the schools in that area need improvement, one has just entered into special measures and only 24% of pupils are achieving 5 A* - C GCSEs. Current plans are for a new school to open in 2016/17. It is clear that a joint approach is needed as there are other factors in the area that affect the achievement of the schools. A partnership approach is needed but the schools need to be central to the developments. SHB offered support from C3SC as the Communities First Cluster lead in that area and suggested Adam Rees become involved.

**Action:** All to nominate representatives to contribute to the EIP. Adam Rees nominated as CF Cluster Lead Rep for C3SC

### 8). Programme Performance

RJ highlighted two issues flagged in Item 8.1 Summary Report; Cardiff East is seeking to resolve the issue surrounding the use of body cameras by Police when attending domestic abuse incidents. AT replied stating that South Wales Police currently do not have the number of protocols and policies in place concerning the storage of the data collected by the cameras and this is being progressed. Officers are able to use their BlackBerry to capture imagery from the scene so suggests this alternative while the protocols for using the body cameras are put into place.

As part of the governance arrangements for the Strategic Outline Programme for the Flying Start Capital Programme, it is necessary to present the document to the CPB. As there are no exceptions in the report and it has already been considered at the Families and Young People Programme Board, the CPB agreed the outline.

### 9). Partnership Scrutiny

RJ explained that the recommendations from the Scrutiny panel are being dealt with by the Partnership secretariat. The board agreed in principle to signing up to the National Principles for Public Engagement in Wales and the Task Data group will operationally decide who will deliver this and ensure all partnership engagement activity adheres to these guidelines. In light of the discussions between the Council and the Vale of Glamorgan regarding regional collaboration, the Board decided to not continue with the separate partnership scrutiny arrangements but to ensure that members can be co-opted into the Council’s scrutiny panels when needed.

**Action:** Secretariat to draft response to Scrutiny’s second letter

### 10). Horizon Scanning and Any Other Business

**Police and Crime Commissioner Update**

AT had a very positive meeting with Alun Michael yesterday which included the Crime Disorder Act and local planning of BCU Commanders. There are joint objectives relating
to data sharing. JH is meeting with Mr Michael on 6th December.

LDP Consultation
Cardiff Council’s Preferred Strategy is out for consultation until 14th December. There is a need for partners to participate in this development to ensure that adequate infrastructure arrangements are in place to support the sites, such as population flow and design and delivery of community services. The planners will be contacting partners and NMTs.
SHG echoed this and is meeting with them to discuss what the impact will be on existing services and provision.

Families First
The evaluation process is now complete and the decision report is being published tomorrow. Bidders will be informed on Friday 7th December. The evaluation process has been positive with positive outcomes of multi agency teams working well together and the involvement of parents and children and young people in the process. The Young Commissioners project is being nominated for the ‘Innovation Champion Award’ at the Welsh National Procurement Awards 2013. The project team have also completed a comprehensive mapping exercise relating to services during the transition of Cymorth to Families First.
This is a huge change to the traditional funding process which identified certain disproportionate management and organisational costs in a number of the bids which really focussed the need to focus on frontline delivery.
A provider event is organised for February with a launch event planned for March.

Role of WG at LSBs
JM reported that WG are currently reviewing the role of WG members on LSBs, following audit work and the nature of representation when decisions are made. She will provide an update on this once clarification has been made.

9). Date of Next Meeting
- 21st January, 10.00am-12.00m, City Hall, Room 100
- Future bi-monthly CPB dates tbc along with operational/development dates