

**Item 1.1**



**Cardiff Partnership Board**

**Minutes of the meeting held at 2:00pm on Thursday 15<sup>th</sup> April 2015**

<b>Attendance:</b>	
<b>CPB Members:</b>	
Belinda Davies (BD)	Chief Superintendent, South Wales Police
Peter Greenhill (PG)	Assistant Chief Executive, National Probation Service Wales
David Bebb (DB)	Assistant Chief Executive, Community Rehabilitation Centre Wales
Sheila Hendrickson-Brown (SHB)	Chief Officer, C3SC
Sharon Hopkins (SH)	Executive Director of Public Health, Cardiff and Vale University Health Board
Eleanor Marks (EM)	Head of Communities Division, Welsh Government
Sarah McGill (SM)	Director - Communities, Housing & Customer Service, City of Cardiff Council
Paul Orders (PO)	Chief Executive, City of Cardiff Council <b>(Chair)</b>
Gareth O’Shea (GO)	Head of Operations South East Wales, Natural Resources Wales
<b>Policy Support:</b>	
Rachel Jones (RJ)	Operational Manager – Policy, Partnerships & Community Engagement, City of Cardiff Council
Philippa Fido (PF)	Principal Policy and Development Officer, City of Cardiff Council
Anne Wei (AW)	Strategic Partnership and Planning Manager, Cardiff and Vale University Health Board
<b>In attendance:</b>	
Paul Keeping (PK)	Operational Manager – Scrutiny, City of Cardiff Council
Tara King (TK)	Assistant Director for Environment, City of Cardiff Council
Sarah Rochira (SR)	Older People’s Commissioner for Wales
Iwan Williams (IW)	Communities, Local Government & Wellbeing Lead for the Older People’s Commissioner for Wales
<b>Apologies:</b>	
Adam Cairns	Chief Executive, Cardiff and Vale University Health Board
Abigail Harris	Director of Planning, Cardiff and Vale University Health Board
Peter Jenkins	Group Manager, South Wales Fire and Rescue Service

<b>1). Welcome, Minutes and Matters Arising</b>	<b><u>ACTION</u></b>
<p>PO opened the meeting by welcoming attendees. Apologies were received from Adam Cairns, Abigail Harris and Peter Jenkins.</p> <p>The minutes of 5<sup>th</sup> February were agreed as an accurate record.</p> <p><b><u>Matters Arising</u></b>                      The matters arising from the meeting on the 5<sup>th</sup> of February were noted.</p> <ul style="list-style-type: none"> <li>• PO requested that the action relating to school governors remain on matters arising to ensure progress is being made</li> <li>• RJ requested an additional update from Carl Davies on the uptake of WRAP training and whether this had improved following the letter being sent from the CPB.</li> </ul>	<p><b>Secretariat: Include on matters arising and follow up on actions.</b></p>

<p><b>2). What Matters Review</b></p> <p>RJ provided an overview of the process being undertaken the review of the What Matters strategy, and outlined a number of areas that would require further consideration when refreshing the strategy:</p> <p><b>Strategic Needs Assessment</b></p> <p>PF updated the board that a review of the strategic needs assessment was being undertaken. The partnership data group that was established to bring together the first strategic needs assessment had been reformed to progress the work, and an exercise had been undertaken to review the data sets that had been used previously as part of the needs assessment, any additional data sets that had been used in strategic documentations and reviews since, and to ensure that any new / alternative data sets had were identified and included as appropriate. Following the agreement by the group of the data sets which should make up the strategic needs assessment, an analysis of each of these was being undertaken.</p> <p>PF outlined that the refresh of the strategic needs assessment would be aligned to the 7 citizen outcomes and would, where possible, include data at a neighbourhood level and be supported by performance information where there had been a significant change in the data since 2010.</p> <p>RJ stated that a draft of the strategic needs assessment would be complete by the end of May and suggested that it be brought to the next meeting of the board for discussion.</p> <p>SH suggested that there should also be a read across to the indicators used corporately by the partners.</p> <p>PO stressed that there was also a need to reflect the current financial position and include and emphasis on the priorities of the partnership moving forward.</p> <p>SM requested that there was a read across to other needs assessments that had to be completed for other areas of business, such as health and social care.</p> <p>PO questioned how the needs assessment fit in with the business planning of commissioning.</p> <p>RJ responded that the strategic needs assessment would provide an overview of the issues facing the City. Following this identification we would have an ideal opportunity to review the information at greater detail to identify and service gaps and opportunities for joint commissioning.</p> <p>PF requested that nominees from NRW and NPS be put forward to join the data group since they had not previously been part of the process, but would provide additional valuable partnership data and information.</p> <p>PG and GO agreed that they would identify someone to attend on behalf of their organisations.</p> <p><b>Strategy &amp; Neighbourhood Workshop</b></p> <p>RJ stated that the refresh of the strategy would remain around the 7 citizen outcomes agreed when initially developing What Matters and that the narrative would be updated to include and reflect emerging issues as identified through the needs assessment.</p>	<p><b>Secretariat:</b>  <b>Include What Matters needs assessment on the next agenda.</b></p> <p><b>PF: Review corporate PI's of partners for inclusion in What Matters needs assessment.</b></p> <p><b>PG and GO to identify staff to participate in the development of the needs assessment.</b></p>
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To ensure that partners are given the opportunity to contribute towards this narrative a Neighbourhood Partnership Workshop had been arranged to take place on Thursday 21<sup>st</sup> May, 1:00pm – 4:15pm. The workshop will focus on three key areas for development:

- Community Involvement – How can we build on the current arrangements and ensure that we are communicating effectively with our communities
- Commissioning Services – How do we ensure that community voices and local need is identified and reflected in the commissioning process
- Role of Neighbourhood Partnerships in Delivery – What will be the role of Neighbourhood Partnerships in local delivery and meeting the challenges of public service transformation.

The findings from the day will be used to shape the narrative for the refresh of What Matters in these areas.

### **Organisational Development Arrangements**

RJ outlined that an exercise had been undertaken to identify those priority areas within the City of Cardiff Council’s organisational development arrangements that reflected those of the partnership following the discussion at the last board.

There will be a need to refine this following the refresh of the strategy and ensure any new and emerging priority areas for the partnership are reflected within each of the partnerships organisational plans, and the activity and contribution that is being made towards tackling the priority issues captured by the partnership.

### **Future Generations and Wales We Want**

RJ stressed the need to ensure that we’re reflecting the emerging policy changes within the refresh of What Matters, and a large part of this will be introducing the requirements of the Wellbeing of Future Generations (Wales) Bill and reflecting on the findings of the Wales We Want.

The WG have released a discussion document to inform the guidance of the Wellbeing of Future Generations (Wales) Bill and it is imperative that we provide a partnership response to this guidance to ensure that it is fit for purpose, and that there is local flexibility in the implementation of the guidance which will enable to ensure that there is no duplication in meeting the requirements of the bill.

SH stated that would also be a need to reflect the Social Services and Wellbeing Bill within the updated strategy.

### **Joint Communications Group**

RJ informed the board that a Joint Communications Group had been established with representation from our partners. The group is currently exploring the opportunities that exist to promote the work undertaken by the partnership whilst raising awareness of the challenges that the public sector in Cardiff are facing. Following the introduction of the Cardiff Debate programme last year, a number of these messages have been communicated and taken on board by the public, as demonstrated in the Changes for Cardiff Budget Consultation. However, there is a need to supplement the financial messages with some of the other service pressures that Cardiff faces as a Capital City.

Once complete the group will aide in the re-launch of the What Matters strategy and ensure that there is a clear consistent message and promotion by all partners.

**Secretariat: Draft response to the WFG Bill guidance discussion document.**

### 3). Programme Focus – Older People: Ageing Well in Wales

Sarah Rochira, Older People’s Commissioner for Wales was in attendance to introduce the Ageing Well in Wales plan, and to discuss the local arrangements that were being made to support the delivery of the plan.

SR introduced Ageing Well in Wales and explained that the main purpose of the plan was to enable people in Wales to grow older as well as they possibly could and to continue to be able to do the things that matter most to them. Wales should be a great place for people to grow older, ensuring that there is a quality of life that we would want for the older people within our communities.

Much of the plan has been developed by engaging with the older population of Wales and discussing with them what public services should do to better enable them to age well, and to ensure that services are suitable. There were a number of key messages that came forward by undertaking the consultation:

- People should stop seeing ageing as frailty and decline. This should not be an inevitable part of growing older; this would be beneficial both to the individual and to the public sector.
- The older people within our communities need to be empowered. The definition and language that is used to discuss older people can be detrimental when people consider the value of the population. If we were to use a term such as ‘mentor’ instead, there would be a more positive view associated to the individual.
- Use older people, or mentors, to build capacity within our services and communities. By drawing on their experience and expertise, there would be an opportunity to supplement and improve service delivery.
- To use the older community to consult and engage around changes to the public sector. There is a wealth of knowledge amongst the community that could be used as a resource and drawn upon.

There were a number of places that the older people who had engaged in the consultation were critiquing the public sector:

- They questioned whether public sector organisations spoke to each other.
- They queried why people were allowed to reach a point of crisis before they were able to access help and support
- There was also a feeling that there was a lack of communication from the public sector.

SR outlined that there is an opportunity to reflect some of these opinions in the refresh of the What Matters strategy and to ensure that there was a reflection of the needs of the older people within our communities included. SR noted that she felt this was the case with the initial strategy and she was pleased to see that there was a reference to older people and the growing population on 50+ residents in Cardiff.

The Ageing Well in Wales plan is due to be implemented in October 2015 with accompanying local plans being developed across Wales.

Paul Keeping, Operational Manager – Scrutiny, City of Cardiff Council acknowledged that they have been asked to develop a local plan, in partnership with local stakeholders to reflect the work being undertaken around in Cardiff around the Ageing Well in Wales Plan.

PK outlined that work was being undertaken to develop a plan for Cardiff that was; achievable, relevant and sustainable, which would reflect some of the good work that is currently being undertaken and planned in Cardiff. PK stated that the success of the plan would be in ensuring partners were engaged in the development, and requested that

**All: Identify appropriate representative to feed into local**



<p>PG queried how through the strategy that expectations and behaviours could be changes, ensuring the delivery of community services and providing equal access.</p> <p>SH explained that the UHB were identifying what services could be brought out into the communities and that the community models would be targeted to meet the populations need.</p> <p>SM commented that having a joint conversation on transformation and organisational development would be critical to the success of the strategy.</p> <p>RJ stated that the same approach in using plain language would be used in the refresh of What Matters, and that it would provide an opportunity to align our emerging priorities.</p>	<p><b>Secretariat: ensure alignment of language and priorities in the refresh of the What Matters strategy.</b></p>
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<p><b>5). Neighbourhood Partnership Focus – Cardiff South West</b></p>	
<p>Tara King, Assistant Director for Environment, City of Cardiff Council was in attendance to provide an update on the Neighbourhood Services Pilot being run in Cardiff South West.</p> <p>The Neighbourhood Services Pilot brings together a multi-disciplinary team, which has an area focus. The purpose of this is to allow better planning for services in a time of declining budgets and to effect a reduction in duplication of effort. The teams have previously been operating within their own respective areas of responsibility, which has caused a lack of ownership of certain issues. Working within a neighbourhood model allows the multi-disciplinary team to take a proactive approach and ‘own’ issues which are identified in an area and has increased motivation, communication and has improved customer response.</p> <p>The current model focussed on bringing together grounds maintenance, cleansing and enforcement teams, but further opportunities are being explored to link in with the neighbourhood partnership teams, park ranger services, identify commercial opportunities and to strengthen links with partners who have frontline staff who also work within a designated area; such as the PCSO’s.</p> <p>Next steps in developing neighbourhood services is to review assets and consolidate where possible through co-location of staff and vehicles, undertake an evaluation of the pilot to ensure a successful city wide roll out for frontline operations, to consider other service areas which could benefit from adopting the approach and to develop the wider community approach.</p> <p>TK made a number of requests from the board:</p> <ul style="list-style-type: none"> <li>• To ensure that issues are reported through the appropriate channels (e.g. C2C)</li> <li>• Identify opportunities for engaging volunteers with the neighbourhood services model</li> <li>• Co-ordination support of partnership and neighbourhood services board</li> <li>• Ideas for improvement</li> </ul> <p>BD would welcome the opportunity to discuss further involvement of the PCSO’s within the delivery model. The police’s neighbourhood teams are active within the localities on a daily basis and will witness a number of issues which can be tackled with the team, such as fly tipping, dog fouling, etc. It would also provide the opportunity to ensure positive action is fed back to the communities.</p> <p>TK suggested meeting separately with BD to work through some of the practicalities.</p> <p>BD agreed and stressed that it would be imperative to have one route in to the team, for</p>	<p><b>TK to meet with BD and GO to progress the neighbourhood service arrangements.</b></p>

<p>reporting.</p> <p>TK explained that the city wide model would include 4 locality teams that would operate within the 6 neighbourhood areas that are already established. Currently any matters reported are dealt with electronically via C2C, but a more sophisticated electronic solution is currently being explored.</p> <p>BD suggested sharing information about the Fusion project that the police had progressed in rolling out the use of mobile data and devices.</p> <p>GO is interested in knowing the exact geography and make-up of the teams to create effective links with the place based teams that are being established in NRW.</p> <p>RJ stated that it was important for the neighbourhood services to link in with the neighbourhood partnership teams, as many of the issues that are prevalent within the various communities and localities across Cardiff would be discussed within the neighbourhood team meetings – this would be a valuable source of information.</p> <p>PG queried whether it would be possible to include someone from network rail in the project. The impression in entering the city via the railway can be influence by the graffiti and rubbish that can be seen from the train – is this something that can be addressed with neighbourhood services.</p> <p>TK stated that the Council can only compel network rail as they could any private land owner to take action and remove graffiti and rubbish from the land.</p> <p>RJ queried whether there was an opportunity for volunteers to become involved with the delivery model with the use of time credits, and if there were opportunities to link in with the community payback team.</p> <p>DB stated that he would welcome linking in with the community payback team, and using the information generated through the neighbourhood services model to direct their activity.</p> <p>TK would welcome the involvement of both volunteers and the community payback team.</p> <p>PO emphasised that it was important to link the delivery of the neighbourhood services model into existing neighbourhood arrangements and to ensure links with SWP and NRW.</p>	<p><b>DB and TK to review the involvement of the Community Payback team within the roll out of Neighbourhood Services.</b></p>
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<p><b>6). Programme Performance</b></p>	
<p>PO introduced the programme performance summary and provided updates on the items for consideration:</p> <p><b>Families and Young People</b></p> <p>RJ provided an update on the vulnerable families programme – the project mandate has been approved by the Reshaping Services Board and all of the data sets that are required from across the partnership have been identified. A project group is now being established with representatives from across the partnership to; identify barriers and solutions, develop an information sharing protocol, and to map existing resources across the City.</p>	

<p><b>Education Development</b></p> <p>Estyn</p> <p>PO provided an update on the recent Estyn inspection – Following the monitoring visit in 2014 a number of issues were identified and recommendations for improvement were made by Estyn, the purpose of the recent visit was to identify what progress had been made in implementing change to ensure improvement.</p> <p>The visit was relatively positive with recognition that a significant shift had been made in strengthening performance management and introducing greater scrutiny around school performance.</p> <p>Estyn will be returning in the Autumn to undertake a further review around a number of the other recommendations, including partnership working.</p> <p>Cardiff Pupil Offer</p> <p>PO outlined that in response to the WG’s ‘Schools Challenge Cymru: the pupil offer’ Cardiff is developing a local response to the pupil offer. The schools working in partnership with economic development will be establishing a programme of cultural and extracurricular opportunities for pupils within the Challenge Cymru schools in Cardiff.</p> <p><b>Safer and Cohesive Communities</b></p> <p>Domestic Homicide Review</p> <p>PO outlined that SWP had written to the CPB requesting a domestic homicide review be conducted, following a death in December 2014 in Cardiff.</p> <p>The board agreed that a group would be convened outside of the CPB to agree whether a full review should be conducted and to progress if necessary.</p> <p><b>Neighbourhood Partnerships</b></p> <p>Vacant Chair Positions</p> <p>RJ updated the board that these positions had now been filled and that each neighbourhood area had two joint partnership chairs.</p>	<p><b>SM to convene subgroup to progress.</b></p>
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<p><b>7. Cardiff &amp; Vale Joint LSB</b></p>	
<p>RJ circulated copies of the proposed agenda for the meeting of the joint LSB due to take place on Tuesday 5<sup>th</sup> May and queried whether there was anything additional that members of the board would like to add to the agenda.</p> <p>PO suggested that we have an item on the agenda around the MASH and outline any progress that has been made in developing a Cardiff and Vale joint model.</p> <p>BD agreed and suggested that someone could attend from northern BCU to provide a briefing on the model that has been established for Cwm Taf.</p> <p>PO queried whether there would also be an updated forthcoming to progress a joint YOS across Cardiff and the Vale.</p> <p>PG stated that there had been some discussion in relation to merge the two YOS teams,</p>	

however that both authorities had agreed to wait until a statement has been released from WG updating on preferred mergers and geographies for local government reform.	
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<b>8. Horizon Scanning and Any Other Business</b>	
<p>RJ introduced a number of items for information under horizon scanning:</p> <p><b>Citizen Panel</b> – The panel has been re-launched and members of the public are being encouraged to join the panel to provide their views on issues facing the city. Additionally, the panel is being promoted within the Council and with our partners for use in terms of targeted, or general consultation that is being undertaken (Items 8.1&amp;8.2)</p> <p><b>Ask Cardiff</b> – The Ask Cardiff survey will be going live in June 2015 and questions are currently being collated from across the partnership. If there are any additional questions that members of the board would like to have included then please send to RJ.</p> <p><b>Joint Communications Group</b> – The first meeting of the group took place on Tuesday 24<sup>th</sup> March. Actions from the meeting include:</p> <ul style="list-style-type: none"> <li>• All members to provide any statistics we can use to promote pressures e.g. 40% of those arrested in Cardiff’s NTE originate from Gwent.</li> <li>• All members to provide any case studies on partnership working</li> <li>• Case study template to be shared to create library of best practice</li> <li>• Partners to consider if they would like any questions included within the Ask Cardiff survey.</li> <li>• Partners to consider their capacity to both use and promote Cardiff Citizens panel within their organisations and feedback at next meeting.</li> <li>• Group agreed to generate ideas for UN Public Service Day 23rd June by mid-April</li> </ul> <p>RJ explained that there had also been a request from the Leader to hold some staff awards to recognise the good work of the partners.</p> <p>BD stated that they undertake a force awards on an annual basis but would be more than happy to participate in a partnership awards as more needs to be done to recognise the work of the partnership and the staff who are active within it.</p> <p>SH stated that the UHB also hold staff awards but would be keen to be involved in partnership awards.</p> <p>Agreed that all partners would participate in staff awards.</p> <p><b>Power to Local People White Paper Response</b> – Item 8.5 for information</p> <p><b>Workfare Schemes</b> – Item 8.6 for information</p> <p><b>Domestic Homicide Review</b> – As per discussion under programme performance, a meeting with partners will be convened to discuss the necessity of the review and progress.</p> <p><b>Other</b></p> <p>PO requested that at a future meeting of the board an item on data and open data be included on the agenda.</p> <p>EM agreed that this was a live issue and suggested that EDS are invited to present.</p>	<p><b>Secretariat:</b> Outline forward plan for staff awards.</p> <p><b>Secretariat:</b> Include item on open data on a future agenda.</p>

## 9. Dates of Next Meeting

### Dates of next CPB Meetings:

- Thursday 8<sup>th</sup> August 2015, 2:00pm – 4:30pm, Training Room, @Loudoun
- Thursday 3<sup>rd</sup> September 2015, 3:00pm – 5:30pm, Committee Room 2, County Hall
- Tuesday 3<sup>rd</sup> November 2015, 2:00pm – 4:30pm, Tiger Bay Room 1, @Loudoun

### Dates of next Joint LSB meetings:

- Tuesday 21<sup>st</sup> July 2015, 2:00pm – 4:30pm, Vale of Glamorgan (TBC)
- Tuesday 6<sup>th</sup> October 2015, 1:30pm – 4:00pm, Cardiff (TBC)

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