

Cardiff Public Services Board
Friday 16 May 2025, 1pm-2:30pm
Temple of Peace, Kind Edward VII Avenue, Cardiff, CF10 3AP



<u>Attendees</u>	
Board Members:	
Councillor Huw Thomas (Chair)	Leader, Cardiff Council (CC)
Charles Janczewski (Vice Chair)	Chair, Cardiff & Vale University Health Board (C&V UHB)
Suzanne Rankin	Chief Executive, C&V UHB
Annie Ashman	Deputy Director of Public Health, C&V UHB
Emma Cooke	Executive Director of Allied Health Professionals (AHPs), Life Scientists and Community Services Development, C&V UHB
Paul Orders	Chief Executive, CC
Sarah McGill	Corporate Director People and Communities, CC
David Letellier	Head of Operations South Wales Central, Natural Resources Wales (NRW)
Gareth Evans	Group Manager Cardiff and Caerphilly, South Wales Fire and Rescue Service (SWFRS)
Marc Atwell	Chief Superintendent, South Wales Police (SWP)
Sheila Hendrickson-Brown	Chief Executive Officer, C3SC
Apologies:	
Claire Beynon	Executive Director of Public Health, Cardiff & Vale University Health Board, C&V UHB
Fin Monahan	Chief Fire Officer, SWFRS
Emma Wools	Police and Crime Commissioner South Wales (PCC)
Dan Jones	Head of Community Safety and Violence Prevention, OPCC
Eirian Evans	Probation Delivery Unit (PDU) Head, National Probation Service (NPS)
Zenny Saunders	Deputy Director of Post-Compulsory Education and Training Reform, Welsh Government (WG)
Other attendees:	
CLlr Ash Lister	Cabinet Member for Childrens Services, Tackling Poverty & Supporting Young People, CC
CLlr Leonora Thomson	Cabinet Member for Adult Services and Public Health & Equality, CC
CLlr Lynda Thorne	Cabinet Member for Housing & Communities, CC
Gareth Newell	Head of Performance and Partnerships, CC
Sian Sanders	Head of Community Safety & Cohesion, CC
Abigail Streeter	Planning and Improvement Officer, CC
Miki Miyata-Lee	Senior Officer People & Places, NRW
Gemma Wolfe	Strategic Lead, Community Safety, OPCC

Cath Doman	Director, Health and Social Care Integration, Cardiff & Vale Regional Partnership Board (RPB)
Stephen Taylor	Public Policy Expert and Former CEO of the Leadership Centre for Local Government
Rebecca Davies	Stephen Taylor's Personal Assistant

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1.	Welcome/ Apologies Cllr Thomas opened the meeting and noted apologies as above.	
2.	Minutes and Actions Cllr Thomas noted that the actions in the minutes of the previous meeting held on 20 January 2025 are largely complete: <ul style="list-style-type: none"> • Work is ongoing to develop an action plan in response to the recommendations within the Director of Public Health Annual Report 2024, which will be presented to the PSB later in the year. • There were requests for several items to be brought to future meetings, including an update on Youth Justice. Following this meeting, the PSB's forward work programme will be reviewed and updated to reflect these priorities. • Regarding the action on progressing the successor to the regional information-sharing site, work continues under the Cardiff & Vale Regional Partnership Board (RPB) Digital Care Region. The PSB approved the minutes of the meeting held on 20 January 2025.	
3.	Total Place Partnership Review: Feedback and Next Steps At the January meeting, the PSB welcomed Stephen Taylor, a public policy expert and former Chief Executive of the Leadership Centre for Local Government, who introduced the principles of the Total Place approach and discussed its potential application in Cardiff. Since then, Stephen has held one-to-one conversations with PSB members to assess the Board's effectiveness and identify opportunities for enhanced collective action. Stephen joined the PSB meeting to present the findings of these discussions, highlight areas for joint action, and propose next steps to advance the Total Place approach in Cardiff. Stephen began by acknowledging that the overall economic and political context demands more effective public services, with UK Government moving towards a second round of Total Place pilots. Stephen noted the strengths of the PSB, including the capability of its members and strong, positive working relationships, which provide a solid foundation for increasing the PSB's impact. Stephen reflected on feedback from PSB members gathered through a questionnaire, which revealed a motivation to deepen collaboration. Comments included the need to focus on joint actions that could not be	

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	<p>achieved individually, better operationalisation of high-level objectives, clearer lines of sight from decisions to actions, and the introduction of mechanisms for tasking and accountability.</p> <p>Stephen then described the criteria for applying a Total Place approach, focusing on areas where outcomes are unsatisfactory, costs are high and rising, and the issue lies beyond the remit of any single organisation. The approach advocates starting with a blank sheet, involving the people and places affected, prioritising prevention, and working across organisational boundaries.</p> <p>Stephen acknowledged the ‘doom loop’ challenge whereby tightening budgets limit the scope for collaboration, even as rising demand makes collaboration increasingly necessary. He advocated overcoming this by focusing on people and shared goals rather than purely on budgets, noting that many partnership initiatives are already underway.</p> <p>Stephen presented three opportunities where the Total Place approach could bring benefits:</p> <ol style="list-style-type: none"> 1. Priority Groups: A focus on the small number of individuals who incur disproportionately high public costs across multiple services due to complex needs, leading to multiple assessments and duplication. 2. Priority Places: Investment in communities to expand prevention in place of cure, recognising that different localities face distinct problems and opportunities requiring tailored public service involvement. 3. Worklessness: Recognising that approximately one in five people in Cardiff are not working, build on the Cardiff Into Work Advice Service, engage anchor organisations and provide personalised, sustained support through neighbourhood centres. <p>In order to grasp the above opportunities, Stephen proposed three ‘next level’ ideas for PSB development:</p> <ol style="list-style-type: none"> 1. PSB Functioning: The Board work with the Regional Partnership Board (RPB) to identify a small number of public service priorities for collaboration and to translate these into joint projects. Going forward, the PSB should plan a forward annual agenda structured around key themes, meet in ‘away day’ mode to decide collective approaches, and regularly review progress and learning. 2. Joint Intelligence and Analysis: Build on the Health Board’s and Council’s existing data expertise to focus on agreed priorities such as high-cost groups, the ultimate aim being to create a single data pool 	

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	<p>accessible to all public services. This would enable the identification of trends and impacts of legislative, economic, environmental, and social developments.</p> <p>3. Cardiff Leadership Programme: PSB members contribute to and participate in each other's leadership and management development programmes, ultimately evolving this into a dedicated Cardiff Leadership Programme tailored to future public service leaders and managers.</p> <p>PSB members contributed to a wide-ranging discussion following the presentation. The following key points were raised:</p> <ul style="list-style-type: none"> • There was strong support for building on existing strengths, including the Cardiff Into Work Advice Service and the Cardiff and Vale Health Inclusion Service (CAVHIS). The successful co-location of homelessness and emergency duty team services was cited as another positive example of effective collaboration. • The value of cross-organisational experience was highlighted, with support for creating opportunities for staff to gain insight into partner organisations - including through secondments and co-location of services - to build a stronger shared culture and understanding. • It was suggested that mapping collective spending on high-cost, priority groups could support more effective use of resources and help identify where capability and capacity could be released. • There was a strong emphasis on the need to make better use of data, including linking datasets across services and understanding patterns of demand. While PSB members acknowledged the legal and practical challenges around data sharing - particularly in relation to GDPR - there was consensus that improving access and use of data is essential to improving outcomes, particularly for high-cost, priority groups. • PSB members underlined the importance of community engagement and preventative approaches as key to managing long-term demand on public services. • There was a shared view that the PSB should act as a strategic enabler, creating the conditions for delivery by empowering frontline teams and maintaining a clear focus on better outcomes for people, not just cost savings. 	

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	<ul style="list-style-type: none"> • Several members emphasised the need to break down high-level ambitions into manageable, deliverable actions, with a focus on interventions likely to achieve meaningful and measurable impact. • The discussion concluded with a consensus on the need for greater clarity around shared priorities, a commitment to strengthening existing foundations, and a determination to build momentum from the top down and bottom up. <p>The PSB agreed that Gareth Newell and Cath Doman will develop proposals for progressing this work, which will be brought back to the PSB for consideration.</p>	
4.	<p>AOB</p> <p><u>Annual Report 2024-25</u></p> <p>Cllr Thomas noted that work is underway to develop the PSB’s Annual Report 2024-25. A draft will be brought to the July meeting for comment, ahead of its statutory publication at the end of July.</p> <p><u>Cardiff Council Panel Performance Assessment</u></p> <p>Cllr Thomas informed PSB members that the Council will undergo a Panel Performance Assessment (PPA) during the week commencing 7 July. In accordance with the Local Government and Elections (Wales) Act 2021, councils are required to arrange for an independent panel to conduct a corporate, organisational-level assessment at least once during each five-year electoral cycle (applicable from May 2022). This assessment evaluates how effectively the Council is meeting its performance requirements. As part of this process, peers will request time with PSB members to discuss partnership working in Cardiff.</p> <p><u>Next Meeting</u></p> <p>The next meeting of the PSB will take place on 8 July 2025.</p>	