

Ground Floor Unit 3, Scott Harbour, Britannia Quay, Butetown, Cardiff, CF10 4PJ

<u>Attendees</u>	
Board Members:	
Councillor Huw Thomas (Chair)	Leader, Cardiff Council (CC)
Suzanne Rankin	Chief Executive, Cardiff & Vale University Health Board (C&V UHB)
Claire Beynon	Executive Director of Public Health, 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)
Geraint White	Superintendent, South Wales Police (SWP)
Cerys Miles	Director of Communities, Partnerships and Prevention, Office of the
	Police and Crime Commissioner (OPCC)
Sheila Hendrickson-Brown	Chief Executive Officer, C3SC
Eirian Evans	Probation Delivery Unit (PDU) Head, National Probation Service
	(NPS)
Apologies:	
Charles Janczewski (Vice Chair)	Chair, C&V UHB
Emma Cooke	Executive Director of Allied Health Professionals (AHPs), Life
	Scientists and Community Services Development, C&V UHB
Fin Monahan	Chief Fire Officer, SWFRS
Marc Atwell	Chief Superintendent, SWP
Emma Wools	Police and Crime Commissioner South Wales (PCC)
Dan Jones	Head of Community Safety and Violence Prevention, OPCC
Other attendees:	
Gareth Newell	Head of Performance and Partnerships, CC
Sian Sanders	Head of Community Safety & Cohesion, CC
Abigail Streeter	Planning and Improvement Officer, CC
Sarah Tipping	Head of Strategic Partnerships and Engagement, C&V UHB
Miki Miyata-Lee	Senior Officer People & Places, NRW
Cath Doman	Director, Health and Social Care Integration, Cardiff & Vale Regional
	Partnership Board (RPB)
Jonny Currie	Locum Consultant in Public Health, C&V UHB
Dr Ayla Cosh	Clinical Director of Cardiff and Vale Health Inclusion Service, C&V
	UHB

Victoria Whitchurch	Head of Operations, Community Specialist Services, Primary, Community & Intermediary Care, C&V UHB
Matt Evans	Operational Manager Specialist Housing, CC
Laura Garvey-Cubbon	Operational Manager Partnerships & Joint Commissioning, CC
Anna Graham	Project Manager, C&V UHB and CC
Nick Forbes	Former Leader of Newcastle City Council and Chair of Core Cities
Chris Murray	Former Director of Core Cities

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1.	Welcome/ Apologies Cllr Thomas opened the meeting and noted apologies as above.	
2.	Minutes and Actions Cllr Thomas recalled that the last Cardiff Public Services Board (PSB) meeting took place at the Temple of Peace during the Cardiff & Vale Regional Partnership Board's (RPB's) Annual Conference. PSB members were joined by public policy expert Stephen Taylor, who shared findings from his review of the PSB's effectiveness and outlined opportunities for stronger collective action through the 'Total Place' approach. Gareth Newell and Cath Doman agreed to develop proposals to take this work forward. Cllr Thomas noted that a progress update would be provided as part of the next item. The PSB agreed to approve the minutes of the previous meeting held on 16 May 2025.	
3.	Cardiff PSB Annual Report 2024/25 & Total Place Update <u>Cardiff PSB Annual Report 2024/25</u> Gareth Newell presented the Cardiff's PSB's first Annual Report against its Local Wellbeing Plan 2023-2028. Under the Wellbeing of Future Generations Act (Wales) 2015, PSBs are required to report of progress against their Wellbeing Plans in an Annual Report by the end of July each year. It was noted that the Annual Report 2024/25 has been developed with the leads of partnership boards and groups. It includes a strategic overview, by Wellbeing Objective, of work which has taken place over the past year, with supporting appendices including a detailed update on each individual priority, as well as a report on outcome indicators. A revised 'Consultation Overview Report' has also been produced, which summarises the key findings from consultation and engagement exercises undertaken by partners over the course of the past year. Gareth proposed that the Annual Report be approved, subject to any final comments from PSB members. He noted that the Annual Report should be viewed as a valuable reference point to inform the development of future PSB/RPB priorities. <u>Total Place: Next Steps</u> In addition, Gareth provided PSB members with an update on the Total Place approach, including the three strategic opportunities for further	

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	<p>development, alongside the three 'next level' ideas to enhance PSB functioning and impact:</p> <p><i>Opportunity 1: Priority Groups</i></p> <p>This opportunity focuses on identifying and supporting a small cohort of individuals who incur disproportionately high public costs across multiple services due to complex needs, leading to multiple assessments and duplication. The Total Place approach recognises that a more effective model would involve establishing a sustained relationship with these individuals or households through a single point of contact or closely integrated Multi-Disciplinary Team (MDT). This would help streamline services and reduce the number of separate transactions with different public sector bodies.</p> <p>It was noted that the Cardiff and Vale Health Inclusion Service (CAVHIS), scheduled to present later in the agenda, is already embedding many of these principles in practice through their work with individuals in identified health inclusion groups. It was proposed that, over the summer, PSB and RPB partners collaboratively identify a short-list of high-risk groups who could additionally benefit from this approach.</p> <p><i>Opportunity 2: Priority Places</i></p> <p>This opportunity focuses on investing in communities to strengthen prevention and reduce long-term demand on public services - recognising that different areas require tailored approaches based on local context and need. It was highlighted that, in June 2025, as part of the Spending Review, the UK Government announced the launch of a new funding programme for 25 designated trailblazer neighbourhoods - each set to receive up to £20 million over the next decade. The investment is aimed at strengthening social cohesion in 'left behind communities', with Cardiff named as one of the selected areas. It was proposed to build on the PSB-led work in Ely and Caerau, placing particular emphasis on preventative approaches to supporting children and young people.</p> <p><i>Opportunity 3: Worklessness</i></p> <p>This opportunity focuses on tackling economic inactivity in Cardiff by building on the Cardiff Into Work Advice Service. The approach includes engaging anchor organisations and offering accessible, community-based support through neighbourhood centres. It was noted that the future of the Shared Prosperity Fund (SPF) presents a significant risk to the long-term sustainability of Cardiff's into-work and advice infrastructure. While the UK Government has committed to maintaining SPF funding levels for the next three years, there remains a lack of clarity around how funding will be allocated to Wales and specifically Cardiff. Options are being developed to shape a future delivery model, but its scale and ambition will largely</p>	

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	<p>depend on the level of funding secured. It was proposed that partners be engaged over the summer and early autumn, with a formal discussion to be brought to the PSB in the autumn.</p> <p><i>Next Level 1: PSB Functioning</i></p> <p>This 'next level' idea relates to the PSB working with the Regional Partnership Board (RPB) to identify a small number of public service priorities for collaboration and to translate these into joint projects. It was proposed that next steps include engagement with PSB and RPB members on priority issues over the summer, with a joint PSB/ RPB paper on priorities to be presented to both boards in the autumn.</p> <p><i>Next Level 2: Joint Intelligence and Analysis</i></p> <p>This idea relates to building on the Health Board's and Council's existing data expertise to focus on agreed priorities such as high-cost groups, with the ultimate aim being to create a single data pool accessible to all public services. It was proposed that next steps include working through existing Digital Care Region governance to focus joint data work on agreed public service priorities. Depending on the scope and scale of the work programme, there may be a need to develop a business case to secure additional data capacity - either by realigning current resources or introducing new capability.</p> <p><i>Next Level 3: Cardiff Leadership Programme</i></p> <p>This idea relates to PSB members contributing to and participating 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. It was proposed that, as next steps, PSB members be invited to present and participate in Cardiff Council Senior Management Forum meetings and the Council's Leadership Development Programme during autumn/winter 2025/26. In turn, it was noted that Cardiff Council would commit to participate in equivalent leadership development opportunities offered by other PSB partner organisations.</p> <p>The following points were raised by PSB members:</p> <ul style="list-style-type: none"> • PSB members expressed strong support for developing a cross-organisational leadership programme. Claire Beynon offered public health input into Cardiff Council's Leadership Development Programme; Gareth Evans highlighted the launch of a Fire Service Leadership Academy, with a strategic lead in place; Paul Orders proposed engaging 	

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	<p>HR leads to develop a joint leadership offer; and Cllr Thomas noted that Welsh Government could support the Cardiff Leadership Programme if local leadership is demonstrated, citing recent discussions around shared recruitment and career pathways.</p> <ul style="list-style-type: none"> Paul suggested that it's timely to revisit the relationship between the PSB and RPB, to simplify governance arrangements and strengthen strategic alignment, while Cath Doman shared that the RPB is exploring how to deepen its maturity and impact and is keen to align with the PSB on major transformational priorities where joint ambition could deliver significant impact. With reference to the trailblazer neighbourhoods programme, Cllr Thomas noted that Ely and Caerau are well positioned and 'shovel ready' for investment. Sheila Hendrickson-Brown emphasised the importance of ensuring that the work underway in Ely and Caerau benefits other communities across Cardiff. Sheila stressed that learning from these neighbourhoods should be actively shared and applied elsewhere to avoid leaving other areas behind. Cllr Thomas agreed, highlighting the need to also recognise good practice taking place in other communities across Cardiff, such as Butetown and Grangetown. <p>The PSB agreed to:</p> <ul style="list-style-type: none"> Approve the Annual Report 2024/25, and its supporting appendices, for publication, subject to any comments from PSB members, with comments to be submitted to the PSB Secretariat by Wednesday 16 July 2025. Note the Consultation Overview Report 2025. Endorse the proposed next steps for advancing the Total Place approach. 	
4.	<p>Prioritising the Early Years: Regional Action Plan</p> <p>At its January meeting, the PSB agreed to develop an Action Plan informed by the recommendations in the 2024 Director of Public Health (DPH) Annual Report, which emphasises the critical importance of prioritising the early years as the foundation for lifelong wellbeing.</p> <p>Jonny Currie presented the proposed Regional Action Plan, developed collaboratively with partners across Cardiff and the Vale. The plan sets out a series of organisational commitments and actions aimed at safeguarding children's health and welfare during this vital stage of development.</p> <p>The Action Plan identifies priority actions across the following domains:</p> <ul style="list-style-type: none"> - Digital innovation - Vaccination 	

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	<ul style="list-style-type: none"> - Oral Health - Good Food and Movement - Breastfeeding <p>Jonny confirmed that progress will be reviewed at two key intervals - after 6 months (September 2025) and again after 12 months (April 2026) - to evaluate delivery against the agreed actions. These review points will provide an opportunity to reflect on progress, consider additional activities that may strengthen impact, and ensure the plan evolves into a robust long-term strategy for early years development.</p> <p>Partner organisations will be asked to submit evidence of:</p> <ul style="list-style-type: none"> - Progress against the agreed actions - Any additional work undertaken beyond the commitments - Any divergence from the plan, accompanied by an explanation of underlying reasons or challenges encountered <p>The following points were raised by PSB members:</p> <ul style="list-style-type: none"> • Claire Beynon welcomed the PSB's commitment to progressing the Action Plan, describing it as the right direction. Claire responded to a query on progress monitoring by confirming that future DPH reports include appendices summarising progress against previous recommendations. Claire confirmed her team's willingness to coordinate updates and report back to the PSB on delivery against each action. • Cllr Thomas welcomed the defined structure of the Action Plan, noting it could help set direction and ensure tangible delivery. Cllr Thomas suggested using key performance indicators (KPIs) as a practical sense check, acknowledging that while public services may not hold every lever, it is important to monitor the ones they do. • Suzanne Rankin expressed strong support for the plan and recommended the inclusion of a small set of headline indicators - such as three or four key measures - to track progress meaningfully. • Gareth Newell observed that system-wide performance can be difficult to measure, particularly in cross-cutting areas like "Good Food and Movement". He suggested partners take time to consider how best to approach performance management in such domains. <p>The PSB agreed to:</p> <ul style="list-style-type: none"> • Approve the proposed Regional Early Years Action Plan, with review points at 6 and at 12 months. 	

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5.	<p data-bbox="225 185 555 219">Health Inclusion Services</p> <p data-bbox="225 259 1174 450">Dr Ayla Cosh, Matt Evans and Anna Graham presented an update on the expansion of Cardiff's Health Inclusion Services, which is focused on the development of a bespoke, integrated health and social care model for defined health inclusion groups - populations facing some of the poorest health outcomes in the city.</p> <p data-bbox="225 495 1182 645">This follows a previous presentation to the PSB in April 2024, where an initial overview was shared, including the rationale for enhancing existing services and the long-term vision for a more inclusive and coordinated approach.</p> <p data-bbox="225 689 1142 763">An overview was provided of the delivery model, which includes three phases:</p> <ul data-bbox="225 808 1193 1122" style="list-style-type: none"> • Phase 1: Embed and expand outreach and in-reach components of the current service. • Phase 2: Establish a coordination centre offering integrated health, housing and social care for identified groups, supported by a multi-disciplinary team and co-located partner services. • Phase 3: Commission intermediate care beds, potentially initiated as part of Phase 2 or earlier, subject to suitable accommodation and service model arrangements. <p data-bbox="225 1167 1209 1317">The team shared qualitative feedback indicating early signs of improved outcomes for both service users and staff. In addition, quantitative analysis was presented, comparing activity and health outcomes across two cohorts over a one-year period (2024–2025):</p> <ul data-bbox="225 1361 1174 1906" style="list-style-type: none"> • Cohort A (420 individuals engaged with CAVHIS since 2023) showed notable improvements, including: <ul data-bbox="272 1435 932 1626" style="list-style-type: none"> - Reduction in Emergency Unit (EU) attendances - Shorter time spent in EU - Fewer 'Did Not Wait' cases - Decrease in non-elective admissions - Fewer non-elective bed days • Cohort B (180 individuals newly identified by CAVHIS in 2024) demonstrated increased activity levels, which was noted as expected given their more recent engagement with the service. The rise also highlights the expanding reach of inclusion-based provision and the early impact of connecting previously underserved individuals to support. <p data-bbox="225 1951 1214 2018">Both cohorts recorded an increase in community outpatient appointments - 99% of which were mental health-related.</p>	

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	<p>Project challenges and proposed solutions were also highlighted. One key challenge is the difficulty of sharing data across partner organisations. To address this, the team proposed exploring the development of a 'Single View of the Adult' system, specifically aimed at supporting individuals experiencing homelessness. Another challenge involves identifying a suitable estate to meet the full requirements of Phase 2. As a practical interim solution, it was proposed to co-locate existing health, housing and social care services within the Housing Options Centre, allowing the team to pilot integrated approaches and evaluate what works while longer-term accommodation solutions are considered.</p> <p>The following points were raised by PSB members:</p> <ul style="list-style-type: none"> • Cllr Thomas welcomed the progress made on Health Inclusion Services, describing it as a strong first example of the Total Place approach. Cllr Thomas noted the encouraging reductions in service usage among Cohort A and suggested that with further engagement, similar outcomes are likely to be seen in Cohort B. • Suzanne Rankin praised the work and presentation. Suzanne raised a concern around the concept of cost avoidance, noting that savings rarely materialise as extractable funds. Returning to the principles of Total Place, she stressed the need for a better understanding of current expenditure across services in responding to the cohort and suggested that stronger financial evidence would help reinforce the case. Suzanne asked whether current outcome indicators could be compared with those from other core cities to strengthen benchmarking. • Paul Orders highlighted that there is a wider piece of work required - particularly around anti-social behaviour (ASB) - which should be incorporated into the overall business case. • Sarah McGill reflected on the value of the Phase 2 interim service model and stressed that, despite its temporary nature, its principles - especially the commitment to bringing services directly to communities - should inform any long-term solutions. • Eirian Evans offered a positive example from probation services, noting that individuals who engaged with the programme would likely have reoffended without support. She commended the effectiveness of the approach. • Cllr Thomas proposed that Council and Health Board officers be tasked with developing practical steps to progress the proposed actions. 	

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	<p>The PSB agreed to:</p> <ul style="list-style-type: none"> • Continue supporting and prioritising the direction of travel for the Health Inclusion Expansion Project, including implementation of the interim Phase 2 pilot. • Endorse the proposal to develop a Single View of the Adult for people experiencing homelessness and identify a suitable funding pathway to support its implementation. 	
6.	<p>AOB</p> <p>The following papers were noted:</p> <ul style="list-style-type: none"> • Cardiff & Vale Health Protection Plan 2024/26 • Cardiff & Vale of Glamorgan Suicide Prevention and Self-harm Strategic Plan • Community Safety and Safeguarding Update • Climate Change Risk Assessment Update 	
7.	<p>Cardiff Council Panel Performance Assessment – Discussion with PSB Members</p> <p>PSB members were joined by Nick Forbes, former Leader of Newcastle City Council and Chair of Core Cities, and Chris Murray, former Director of Core Cities. It was noted that their attendance forms part of Cardiff Council’s Peer Panel Assessment, a statutory process carried out every five years to evaluate the Council’s performance.</p> <p>Cllr Thomas noted that, as part of the assessment, Nick and Chris would lead a discussion with PSB members, focusing on the effectiveness of partnership working and the role of the PSB. The discussion was highlighted as an opportunity for members to share reflections and insights.</p> <p>To enable an open and candid conversation, Council representatives left the meeting at this point.</p>	
Close	<p>The meeting took place in Scott Harbour, a partnership development transforming a former office building into high-quality social housing. Following the meeting, attendees were invited to join a tour of the building to explore the site and learn more about the project’s impact.</p>	