

<b><u>Attendees</u></b>	
<b>Board Members:</b>	
Councillor Huw Thomas <b>(Chair)</b>	Leader, Cardiff Council (CC)
Sarah Tipping	Head of Strategic Partnerships and Engagement, Cardiff & Vale University Health Board (C&V UHB)
Dr Suzanne Wood	Consultant in Public Health Medicine, 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
Estella Enos	Deputy Probation Delivery Unit (PDU) Head, National Probation Service (NPS)
<b>Apologies:</b>	
Kirsty Williams	Chair, C&V UHB
Suzanne Rankin	Chief Executive, C&V UHB
Claire Beynon	Executive 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
Fin Monahan	Chief Fire Officer, SWFRS
Marc Atwell	Chief Superintendent, SWP
Emma Wools	Police and Crime Commissioner South Wales (PCC)
Eirian Evans	Probation Delivery Unit (PDU) Head, National Probation Service (NPS)
<b>Other attendees:</b>	
Gareth Newell	Head of Performance and Partnerships, CC
Abigail Streeter	Planning and Improvement Officer, CC
Victoria Le Gry	Programme Director, Strategic Clinical Redesign, C&V UHB
Cath Doman	Director, Health and Social Care Integration, Cardiff & Vale Regional Partnership Board
Miki Miyata-Lee	Senior Officer People & Places, South Wales Central, NRW
Professor Wendy Larnar	President and Vice Chancellor

Professor Rachel Ashworth Professor Peter Madden Ben Lloyd	Professor of Public Services Management, Cardiff Business School Professor of Practice in Future Head of Public Affairs and Civic Mission
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1.	<p><b>Welcome/ Apologies</b></p> <p>Cllr Thomas opened the meeting and noted apologies as above.</p>	
2.	<p><b>Minutes and Actions</b></p> <p>Cllr Thomas noted that the actions in the minutes of the previous meeting held on 14 October 2025 have been completed:</p> <ul style="list-style-type: none"> <li>• Following the completion of the Cardiff Climate Change Risk Assessment, each PSB member nominated a representative to take the findings back to their organisation, incorporate them into their risk frameworks, and identify shared risks. The PSB will receive an update on this work later in the year.</li> <li>• In relation to strengthening interfaith engagement, ongoing work continues with the Cohesion Team and the wider Community Safety Partnership to promote interfaith dialogue and maintain an active presence at interfaith events.</li> </ul> <p><b>The PSB agreed</b> to approve the minutes of the previous meeting held on 14 October 2025.</p>	
3.	<p><b>Cardiff University and Cardiff PSB: Strategic Collaboration</b></p> <p>Professor Wendy Lerner, President and Vice-Chancellor of Cardiff University, attended to outline opportunities for strengthened strategic collaboration between the University and the PSB. Professor Lerner was joined by Professor Rachel Ashworth, Professor Peter Madden and Ben Lloyd. The discussion followed a recent civic mission event hosted by the University.</p> <p>Professor Lerner noted that the University is undergoing significant strategic renewal, with a strong focus on civic purpose, futures thinking and embedding the principles of the Well-being of Future Generations Act across its work. Its new strategy, Our Future Together, sets out an ambition to be an outward-facing, impactful, global-civic institution that more closely aligns research, teaching and civic priorities. The intention is to develop more coordinated, problem-led collaboration with public services, with a strong desire to support improved wellbeing, strengthen strategic partnerships and contribute proactively to solving shared challenges across the city.</p> <p>Gareth Newell and Professor Ashworth outlined a number of proposed priority areas for joint working, developed following the recent civic-mission session, for the PSB’s consideration.</p>	

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	<p>Proposed priority areas for joint working include:</p> <ol style="list-style-type: none"> <li>1. Future of Public Services: Using research, data and analytics to support public service reform, beginning with joint sessions on defined challenge areas.</li> <li>2. Future Economy: Working together on a new economic vision and narrative for Cardiff, supported by a new anchor-institutions forum.</li> <li>3. Children and Young People: Building on existing initiatives such as the Cardiff Commitment, Passport to the City and Corporate Parenting to strengthen systematic collaboration.</li> <li>4. Student and Community Life: Enhancing joint work through the Student Community Partnership to support positive relationships between students and local communities.</li> <li>5. Leadership Development: Exploring shared opportunities for leadership and workforce development across PSB partners and the University.</li> </ol> <p>The following points were raised by PSB members:</p> <ul style="list-style-type: none"> <li>• Paul Orders welcomed the University’s renewed civic focus and emphasised the need for more structured partnership arrangements, better use and sharing of data, and stronger pathways for graduates into public service roles, including teaching and social care. Paul also highlighted opportunities to strengthen Cardiff’s economic and innovation profile.</li> <li>• Cath Doman stressed the value of working with the University on data and insight, particularly to support preventative approaches and understand population needs.</li> <li>• Cllr Thomas highlighted ongoing challenges around data sharing and asked how the University could more easily access the datasets held across PSB organisations.</li> <li>• Gareth Newell noted that PSB datasets are extremely valuable to researchers and stressed the importance of starting from clearly defined shared problems to guide collaborative work.</li> <li>• Professor Lerner emphasised the value of sandpit-style sessions to co-develop solutions to complex challenges and highlighted the importance of mutual respect for different types of expertise.</li> <li>• Professor Madden noted that problems are often well understood, and that the real challenge lies in mapping the various interventions already taking place across the system to understand how they connect and where collective effort should focus. Professor Madden also</li> </ul>	

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	<p>emphasised the need for more forward-looking joint work to anticipate emerging trends.</p> <ul style="list-style-type: none"> <li>• Victoria Le Grys endorsed scenario modelling approaches and supported using sandpits to scale this work across priority areas.</li> <li>• Gareth Evans welcomed opportunities for shared analysis to inform the Fire and Rescue Service’s Community Risk Management Plan and offered involvement in student-community partnership work.</li> <li>• Dr Suzanne Wood welcomed the focus on prevention and systems thinking.</li> <li>• David Letellier supported the approach, highlighting opportunities around sustainability, leadership development and using data to identify root causes.</li> <li>• Professor Larner and Professor Ashworth noted the strong passion students have for the city and their appetite to engage with real-world challenges. They highlighted opportunities to strengthen graduate retention, support student entrepreneurship, and make better use of this enthusiasm across shared priority areas.</li> <li>• Paul Orders added that, given this level of student interest, there may be scope to expand the Cardiff Commitment to provide coordinated work experience opportunities for university students city-wide.</li> <li>• Sheila Hendrickson-Brown stressed the importance of ensuring that collaboration benefits all communities and reflects the diversity of Cardiff.</li> <li>• Cllr Thomas summarised broad agreement on the proposed priority areas and next steps.</li> </ul> <p><b>The PSB agreed to:</b></p> <ul style="list-style-type: none"> <li>• Approve the initial priority areas for joint working.</li> <li>• Hold three ‘Future Public Services’ sessions in partnership with Cardiff University, focused on agreed challenge areas, to be scoped.</li> <li>• Convene a ‘Future Economy’ roundtable, led by Cardiff Council.</li> <li>• Explore a joint approach to leadership and management development between PSB partners and the University.</li> </ul> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Progress report to be presented to the PSB in April.</li> </ul>	<p style="text-align: right;"><b>Gareth Newell</b></p>

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4.	<p data-bbox="220 181 932 215"><b>CAVUHB Clinical Services Plan &amp; Engagement Results</b></p> <p data-bbox="220 259 1182 421">Victoria Le Gry's provided an update on Cardiff &amp; Vale University Health Board's ten-year Clinical Services Plan (CSP), which will guide the future delivery of healthcare services to 2035. Victoria also shared findings from the recent public engagement exercise.</p> <p data-bbox="220 450 1214 860">Cllr Thomas noted that this item forms part of ongoing discussion about the relationship between the Cardiff PSB and the Cardiff &amp; Vale Regional Partnership Board (RPB). Many of the issues within the CSP - along with wider work on obesity and early years - sit within, or are shared with, RPB governance. This can make it difficult to coordinate a cohesive, system-wide response. A proposed model is being developed in which the PSB would act as the strategic board for all public service reform, with the RPB functioning as a programme board for health and social care integration. Options and recommendations will be brought to the April PSB, with members invited to contribute to the work.</p> <p data-bbox="220 891 1214 1093">Victoria outlined the CSP as a high-level roadmap setting the long-term direction for clinical services and aligning service priorities with organisational strategy. It is not a detailed operational plan, but will guide decision-making, investment and the development of specialty-level service plans.</p> <p data-bbox="220 1122 783 1155">Key points from the presentation included:</p> <ul data-bbox="220 1187 1209 2007" style="list-style-type: none"> <li data-bbox="220 1187 1209 1261">• A 20-week public engagement process reached over 3,500 people, with good representation from communities across Cardiff and the Vale.</li> <li data-bbox="220 1305 1209 1458">• Public engagement highlighted consistent messages, reflected in draft patient principles, including the need for more accessible services, improved communication between services, better digital access, and a more equal partnership with patients.</li> <li data-bbox="220 1503 1209 1731">• Engagement with staff and partners is still underway through CSP events. Feedback to date reinforces a strong case for change and the urgency of breaking the cycle of rising demand and reactive care. Themes emerging from engagement include: person-centred partnership, care closer to home, prevention and value-based care, digital and data integration, and workforce and culture.</li> <li data-bbox="220 1776 1209 1883">• The CSP identifies four emerging domains of care: Starting Well; Enabling Health &amp; Wellbeing; Scheduled Care; and High Acuity &amp; Time Critical Care.</li> <li data-bbox="220 1928 1209 2007">• The next stage will be the co-development of the roadmap with partners.</li> </ul>	

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	<p>The following points were raised by PSB members:</p> <ul style="list-style-type: none"> <li>• Sarah McGill welcomed the scale of engagement and noted the scale and complexity of the task ahead, particularly in developing the roadmap that will translate the plan into action.</li> <li>• Cllr Thomas welcomed the representativeness of the consultation and asked for a breakdown of the engagement demographics. Cllr Thomas emphasised the need to address challenges around patient journeys, noting that services such as 111, pharmacies, GPs and hospitals often do not feel connected from a user perspective.</li> <li>• Victoria agreed, noting that organisational redesign will be required to improve integration and remove siloed working. She emphasised the need to design services around the person and their journey, and highlighted inequalities in access for those with limited resources or transport.</li> <li>• David Letellier noted linkages between the CSP and environmental determinants of health, including access to green and blue spaces and prevention-focused activity. David noted that NRW would be willing to contribute further.</li> <li>• Sheila Hendrickson-Brown welcomed the clarity of the analysis and emphasised the size of the prevention challenge. Sheila highlighted the third sector’s role in shifting investment upstream and the need for practical pilots to support that shift.</li> <li>• Cllr Thomas stressed the importance of tackling day-to-day pressures while also building preventative capacity.</li> <li>• Victoria highlighted that many staff want to contribute to prevention work but need protected space and leadership support to do so.</li> <li>• Sheila noted the importance of bringing the right partners into discussions and ensuring inclusive decision-making so that services reflect all communities.</li> <li>• Sarah reflected on lessons from previous service change, noting that progress often comes from taking practical opportunities as they arise rather than waiting for a perfect plan.</li> <li>• Paul Orders emphasised the need for stability in planning and avoiding constant shifts in strategic direction. Paul highlighted the value of multi-</li> </ul>	

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	<p>year, budget-aligned implementation to build confidence and consensus.</p> <ul style="list-style-type: none"> <li>• Victoria agreed, stressing the need for consistency and the importance of the process - including strong engagement and aligned systems - in delivering meaningful change.</li> <li>• Cllr Thomas asked what support the Health Board needed from the PSB.</li> <li>• Victoria asked the PSB to continue providing challenge and support as the CSP roadmap is developed, including helping to ensure the right partners are involved and that delivery stays on track. Victoria noted that this would be particularly valuable if RPB governance arrangements are revised and welcomed any opportunities for PSB members to feed into the work through their teams or established forums.</li> <li>• Gareth Evans asked about the ‘time critical’ domain of care. Victoria confirmed that significant engagement has taken place which can be shared.</li> <li>• Estella Enos highlighted opportunities to involve people accessing the GP clinic based within probation services. Victoria Le Gryns confirmed enthusiasm for incorporating additional feedback where gaps exist.</li> </ul> <p><b>The PSB agreed to:</b></p> <ul style="list-style-type: none"> <li>• Note the update on the Clinical Services Plan and the emerging findings from engagement.</li> <li>• Continue to provide challenge and support to the Health Board in the development of the CSP roadmap, including helping ensure the right partners are involved.</li> <li>• Receive options and recommendations on PSB-RPB governance arrangements at the April meeting.</li> </ul> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Victoria Le Gryns to provide Cllr Thomas with a breakdown of the public engagement demographics.</li> <li>• Victoria Le Gryns to share with Gareth Evans the public engagement feedback relating to the ‘High Acuity &amp; Time Critical Care’ domain of care.</li> <li>• Estella Enos to explore options for gathering feedback from individuals accessing the GP clinic within the probation service and share relevant insight with the Health Board.</li> </ul>	<p><b>Victoria Le Gryns</b></p> <p><b>Victoria Le Gryns</b></p> <p><b>Estella Enos/ Victoria Le Gryns</b></p>

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5.	<p><b>Director of Public Health Report 2025: What Surrounds Us, Shapes Us - A Whole-System Approach to Preventing Obesity and Type 2 Diabetes</b></p> <p>Dr Suzanne Wood presented the Director of Public Health’s Annual Report 2025, which sets out why a whole-system approach is needed to prevent obesity and Type 2 diabetes and identifies three calls to action for partners. The report brings together what has changed over time, the local data story, progress to date and the proposed next steps.</p> <p>Key points from the presentation included:</p> <ul style="list-style-type: none"> <li>• The Report provides an independent overview and high-level calls to action for partners across Cardiff and the Vale. It emphasises that individual-level interventions alone have limited reach and must be complemented by system-level change.</li> <li>• The data story highlights local need, including that around 1 in 10 children starting school in Cardiff and the Vale are living with obesity, and 1 in 15 adults are already diagnosed with Type 2 diabetes - with prevalence projected to rise.</li> <li>• The Report’s three calls to action are: (1) Make prevention the focus; (2) Create supportive spaces and places; (3) Put communities at the heart.</li> </ul> <p>The following points were raised by PSB members:</p> <ul style="list-style-type: none"> <li>• Cllr Thomas noted the statistic that 1 in 10 children start school with obesity and asked what targeted interventions look like in practice, including support for families.</li> <li>• Dr Wood referenced the Child Measurement Programme feedback pathway and the referral offer to family-based support. Dr Wood stressed that while education plays a role, meaningful progress requires systemic and cultural change addressing the wider commercial and environmental determinants - for example, the food environment on local high streets.</li> <li>• Sheila Hendrickson-Brown asked how partners can shift the messaging, triggers and interventions needed to reduce childhood obesity and emphasised the importance of re-energising partnership mechanisms - including third sector involvement - to avoid fragmentation.</li> <li>• Paul Orders welcomed the Report’s direction and reflected that many partners are already contributing to the three calls to action. Paul suggested that a clearer picture of where additional focus may be most needed would help guide collective effort, noting the value of using data - for example, on local sports participation rates - to understand where Cardiff is performing strongly and where further attention or strengthened work might be beneficial.</li> </ul>	

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	<ul style="list-style-type: none"> <li>• Cllr Huw Thomas and Sarah McGill reflected on behavioural and psychological framing, noting the need for messaging that does not feel stigmatising and focuses on practical, realistic choices for families under pressure</li> <li>• Dr Wood reiterated that the aim is to make the healthier choice the easier choice, through system-level changes (for example, advertising, places and spaces), with programme delivery through the Good Food &amp; Movement framework.</li> <li>• Estella Enos highlighted access and inclusion barriers - such as cost, distance and ease of participation - and emphasised the need to bring communities with us as part of prevention.</li> <li>• Cllr Huw Thomas referenced opportunities to draw on behavioural insights approaches to complement system change and asked how the PSB will be held accountable for progress.</li> <li>• Dr Wood confirmed that progress will be reflected in future DPH annual reports, and in the interim through Good Food &amp; Movement implementation monitoring.</li> </ul> <p><b>The PSB agreed to:</b></p> <ul style="list-style-type: none"> <li>• Note the Director of Public Health Report 2025 and its three calls to action.</li> <li>• Confirm that this work will continue to be progressed through the Good Food &amp; Movement framework, with PSB oversight.</li> </ul>	
6.	<p><b>Early Years Update: The First 1000 Days and Beyond</b></p> <p>Cath Doman provided an update on the Early Years work, which is being taken forward collaboratively through the Cardiff &amp; Vale Regional Partnership Board’s Starting Well programme.</p> <p>Cath noted that this work presents an opportunity to test Total Place principles in practice - particularly how partners can organise to address ‘wicked issues’, optimise governance, and create system-level change. Cath highlighted ongoing partnership work around the first 1,000 days, including:</p> <ul style="list-style-type: none"> <li>• Building a shared understanding of the data and population needs</li> <li>• Learning from the Blackpool Better Start model</li> <li>• Developing a shared model of change</li> <li>• Applying progressive universalism across early years services.</li> </ul> <p>Cath reflected on the recent joint RPB/PSB session, where there was strong support for adopting elements of the Blackpool approach, and early consensus around themes such as school readiness, parenting support,</p>	

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	<p>domestic abuse prevention, speech and language development, community connectors, and building a connected dataset.</p> <p>Next steps include co-producing a region-wide vision for the first 1,000 days, developing a First 1,000 Days delivery plan from April 2027 - including the potential for a business case for external investment - and designing an outcome-focused dataset to support ongoing development and impact assessment.</p> <p>The following points were raised by PSB members:</p> <ul style="list-style-type: none"> <li>• Cerys Miles welcomed the clear links made to preventing domestic abuse, noting alignment with forthcoming work on violence against women and girls, and emphasised the importance of early engagement with families.</li> <li>• Cllr Thomas reflected on Blackpool’s ability to create capacity for prevention through significant long-term external investment. Cllr Thomas suggested that partners consider articulating an ambitious vision that is not constrained by existing budgets, to help illustrate the scale of impact that could be achieved and to support future approaches to potential funders, including Welsh Government or the National Lottery.</li> <li>• Sarah McGill supported the direction and stressed the importance of building on existing strengths, including early help arrangements that have recently been brought into Children’s Services. Sarah noted the need to understand what current services are uncovering, share data and avoid restarting work unnecessarily.</li> <li>• Miki Miyata-Lee highlighted the links between early years, Adverse Childhood Experiences (ACEs) and wider determinants such as access to nature and outdoor activity, noting the strong evidence base for positive early years experiences - but also their resource intensity.</li> <li>• Sheila Hendrickson-Brown emphasised the importance of universal services and the critical role of the third sector in maximising the impact of what already exists. Sheila stressed the need to understand the current landscape clearly, so interventions are not fragmented.</li> </ul> <p><b>The PSB agreed to:</b></p> <ul style="list-style-type: none"> <li>• Note the update on the Early Years Action Plan and progress through the Starting Well programme.</li> <li>• Support the continued development of a region-wide vision and delivery plan for the First 1,000 Days.</li> </ul>	

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7.	<p><b>AOB</b></p> <p><u>Community Safety and Safeguarding Update</u></p> <p>A safeguarding update was circulated with the papers for information. An update on community safety will be shared with PSB members following the meeting of the Community Safety Partnership Board.</p> <p><u>Pride in Place Update</u></p> <p>Cllr Thomas provided a brief update on the Pride in Place programme. Governance arrangements are in place, and the programme will align closely with the existing Ely &amp; Caerau Community Plan, developed following the Ely disorder, supported by a dedicated delivery plan. Once confirmation is received from UK Government that the proposals have been accepted, PSB members will be briefed on next steps.</p> <p><u>Proposed Dates of Future Meetings (post-April 2026)</u></p> <p>The PSB agreed the following meeting dates:</p> <ul style="list-style-type: none"> <li>• Monday 20 July 2026 (10am-12pm)</li> <li>• Tuesday 6 October 2026 (2pm-4pm)</li> <li>• Thursday 14 January 2027 (2pm-4pm)</li> <li>• Tuesday 6 April 2027 (2pm-4pm)</li> </ul>	