

Cardiff & Vale of Glamorgan Joint Local Service Board
Tuesday 5th May 2015
Ely & Caerau Hub, Cardiff
Minutes

In attendance:

Name	Title	Organisation
Clr Phil Bale (PB) Chair	Leader	City of Cardiff Council
Clr Neil Moore (NM)	Leader	Vale of Glamorgan Council
Paul Orders (PO)	Chief Executive	City of Cardiff Council
Rob Thomas (RT)	Managing Director	Vale of Glamorgan Council
Maria Battle (MB)	Chair	Cardiff and Vale University Health Board
Rachel Connor (RC)	Executive Director	Vale Centre for Voluntary Services
Lorna Cross (LC)	Estates Manager	Vale of Glamorgan Council
Garry Davies (GD)	Operations CS&P Vale of Glamorgan/Bridgend	South Wales Fire & Rescue Service
Marie Davies (MD)	Deputy Director of Planning	Cardiff and Vale University Health Board
Nadia DeLonghi (ND)	Strategy Manager for Waste	Natural Resources Wales
Phil Evans (PE)	Director of Social Services	Vale of Glamorgan Council
Philippa Fido (PF)	Principal Policy & Development Officer	City of Cardiff Council
Sharon Hopkins (SH)	Director of Public Health	Cardiff and Vale University Health Board
Huw Isaac (HI)	Head of Performance and Development	Vale of Glamorgan Council
Rachel Jones (RJ)	Operational Manager – Policy, Partnership & Citizen Focus	City of Cardiff Council
Steve Jones (SJ)	Superintendent	South Wales Police
Sarah McGill (SM)	Director, Communities, Housing & Social Justice	City of Cardiff Council
Chris Perkins (CP)	Local Service Board Officer	Vale of Glamorgan Council
Emma Richards (ER)	Assistant Chief Executive, South Wales 2	Wales Community Rehabilitation Company
Matthew Seymour	Asset Management Officer	City of Cardiff Council
Steve Watkins (SW)	Principal Valuer	City of Cardiff Council
Anne Wei (AW)	Strategic Partnership and Planning Manager	Cardiff and Vale University Health Board
Alexis Williams (AWi)	MASH Project Manager	Rhondda Cynon Taff County Borough Council
Tony Young (TY)	Director – Children Services	City of Cardiff Council
Apologies:		
David Bebb	Assistant Chief Executive	Wales Community Rehabilitation Company
Adam Cairns	Chief Executive	Cardiff and Vale University Health Board
Peter Greenhill	Assistant Chief Executive	National Probation Service Wales
Sheila Hendrickson Brown	Chief Officer	Cardiff Third Sector Council

	Actions
<p>1. Welcome and apologies</p> <p>Councillor Bale welcomed everyone to the meeting and to the Ely & Caerau Hub, which is one of the flagship sites of the Hub programme being progressed in Cardiff</p> <p>Minutes The minutes of the meeting held on the 20th January 2015 were agreed and RJ went through the outstanding actions from the meeting.</p> <p>Matters Arising</p> <ul style="list-style-type: none"> • Joint Communications Group The first meeting of the group took place on Tuesday 24th March. Actions from the meeting include: <ul style="list-style-type: none"> – 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. – All members to provide any case studies on partnership working – Case study template to be shared to create library of best practice – Partners to consider if they would like any questions included within the Ask Cardiff survey. – Partners to consider their capacity to both use and promote Cardiff Citizens panel within their organisations and feedback at next meeting. – Group agreed to generate ideas for UN Public Service Day 23rd June by mid-April <p>Communications Group to meet in Mid-May, Rob Jones Senior Media Officer, VOGC to be invited to attend. Date to be confirmed.</p> <p>Vale Viewpoint and VOGC Citizens Panel can also be used to engage.</p> <p>Library of new working/partnerships examples and good practice to be built up particularly connected to asset mapping.</p> <ul style="list-style-type: none"> • Items 1.3 – 1.5 were attached for information as per the matters arising from 20th January 2015 	
<p>2. Community Hubs</p> <p>Sarah McGill, Director – Communities, Housing and Customer Services, City of Cardiff Council introduced the hubs programme to the board.</p> <p>The Hubs programme, initially piloted in Rumney, Butetown and St Mellons, aims to provide multi-agency, face to face support in a single facility. On introduction of the programme it was not seen universally as a good idea, and support for the programme varied. However, the success of the programme has been such that there is at least one hub facility being proposed or planned for each of the six neighbourhood partnership area across Cardiff.</p> <p>Each of the existing hub sites are slightly different and have been shaped in consultation with the local communities to best meet their needs. Through bringing services together in one building, there has been an improvement in addressing people’s needs, and service savings from building rationalisation, there have also been some unforeseen outcomes, such as the increase in the number of library books being lent in the hubs that also provide a library service.</p> <p>PB added that given the pace and scale of the cuts that the City of Cardiff Council and its</p>	

<p>partners had and continue to face that there needs to be a better approach to service delivery and by progressing the hub strategy and rolling out the programme the needs of the communities are being met with reduced costs associated to assets and buildings that are in poor repair, or underused for their sole purpose.</p> <p>RJ explained that there had also been benefits in having grant programme, such as Communities First; provide their services through the hub model. People that may not have otherwise been aware of the programme were being referred into relevant support services through making a visit to their local hub, thereby contributing to improved outcomes for individuals.</p> <p>NM agreed that the hub model was a positive one. There is a similar model in the Vale of Glamorgan with partner services being delivered from Cadoxton House.</p> <p>RT queried if there would be further developments as part of the LDP.</p> <p>SM explained that all of the proposed or planned hubs would be rolled out through the existing programme. Any additional hubs would then be built into the plans of the LDP, these hubs would need to be developed on the plans for the respective communities that are outlined within the LDP.</p> <p>MB queried whether there would be an opportunity to include health facilities in the proposed hubs.</p> <p>SM welcomed health involvement in any of the proposals. There are health facilities in the Butetown hub, and the model works really well in supporting the community.</p>	
<p>3. Asset Management</p> <p>Matthew Seymour, Asset Management Officer, City of Cardiff Council, Steve Watkins, Principal Valuer, City of Cardiff Council, and Lorna Cross, Estates Manager, Vale of Glamorgan Council were in attendance to provide an update on asset management across Cardiff and the Vale of Glamorgan and outline any collaborative asset management arrangement opportunities.</p> <p>MS introduced the City of Cardiff Council's Corporate Property Strategy which was produced in 2014 and now being used as the high level framework for management of the estate and to change and meet the need of the organisation to deliver services.</p> <p>The strategy outlines three key themes; rationalisation, modernisation, and collaboration. Given the number of schools in Cardiff there is a real opportunity for using these facilities more and collaborating with our partners to seek additional and alternative uses. To accompany the strategy an annual asset plan has been developed which will, evaluate the state of assets, and identify opportunities for disposal or investment. These plans are also held by directorate and neighbourhood. Moving forward an asset group will be meeting on a monthly basis to asset and evaluate the Council's assets, with partners being involved on a bi-monthly basis to ensure that wider issues are taken into account on any decisions being made.</p> <p>A number of areas have been outlined as the focus of the asset group moving forward:</p> <ul style="list-style-type: none"> • Collaboration – Identifying opportunities and progressing with appropriate partner involvement • Continuation of the hubs programme • Completion of the office rationalisation scheme, moving from over 50 sites to 3 core sites. • Pursuing and supporting community asset transfers 	

<p>PO stated that there was a positive appetite from partners for the opportunity to collaborate with existing property and in developing new sites, and there was a real onus on the Council to progress this collaboration.</p> <p>LC explained that the Vale of Glamorgan had embarked upon planning their asset management in 2000 reviewing corporate asset management, service representation and reviewing asset portfolios. In 2010 a programme of office rationalisation was undertaken with staff being relocated and savings of £100k being achieved.</p> <p>There are a number of examples of collaboration that have already taken place with assets across the Vale of Glamorgan; an example would be Cadoxton House. A grant from the WG enabled a full refurbishment and rebuild of the site. Following the refurbishment Cadoxton House is now used by a number of partners to deliver services.</p> <p>There are a number of key areas for consideration in reviewing the estate across the Vale of Glamorgan; not looking at sites in isolation, aligning the use of assets with corporate priorities and realigning services, and taking into account the introduction of the Well-being of Future Generations Act.</p> <p>NM agreed that significant progress had been made in this area and commented on the space project, which works to identify for service provision and the appropriate accommodation for services, thus allowing staff to be relocated and savings made.</p> <p>PB acknowledged that there was a regional dimension to the management of assets across the two local authority areas given the footprint of a number of partners, and longer term planning needed to be made.</p> <p>LC suggested that discussions by the respective estates team should take place periodically to review opportunities to collaborate.</p> <p>NM suggested reviewing the regional working of some services and how assets could support this. Also, considerable work had been done by the Vale of Glamorgan in energy conservation, and this could be considered as part of the respective strategies.</p> <p>SM felt that taking a collaborative approach to asset management was the best way forward in managing assets, but to enable this to happen effectively there would need to be a commitment from all partners</p>	<p>Cardiff and Vale of Glamorgan estates officers to discuss opportunities for collaboration.</p>
<p>4. Multi-Agency Safeguarding Hub</p> <p>Tony Young, Director – Children’s Services, City of Cardiff Council introduced Alexis Williams, MASH Project Manager, Rhondda Cynon Taff and Emma Richards, Assistant Chief Executive (South Wales 2), Wales Community Rehabilitation Company to provide a presentation to the board on the development and implementation of the Multi-Agency Safeguarding Hub (MASH) in Cwm Taf.</p> <p>AW outlined the aims and scope of the Cwm Taf MASH model which would host facilities to address; Adult Protection and Safeguarding, Child Protection, and Domestic Abuse and the MARAC, by bringing together these services it will be possible to embed safeguarding and work with the needs of complex families in one service model. The make up the Cwm Taf MASH include; Cwm Taf UHB, South Wales Police, Merthyr Tydfil CBC and Rhondda Cynon Taff CBC (Adult Social Services, Children’s Services, Education and MARAC), Wales CRC, and the National Probation Service. The Ambulance Service have also expressed an interest in being part of the model, and ‘virtual’ partners, such as housing, YOS, will be brought in to address cases as necessary.</p>	

<p>The Cwm Taf MASH model will act as a ‘front door’ to support services, with a single referral mechanism and threshold in place and links with Early Intervention and Prevention services which will enable cases referred to seamlessly from statutory to non-statutory support services, and the reverse, as necessary.</p> <p>Staff from across organisations and services are being brought together to work in partnership within the model. In addition, there will be a MASH coordinator role in place to; ensure strategic objectives are met and policies adhered to, undertake an analysis of data, prepare management information, and identify opportunities to further develop the model.</p> <p>An IT solution was required to enable the model to progress. The system was required to be an information sharing platform rather than a case management system. Given that most providers only offered case management systems, a bespoke system has been developed for the MASH, Mhub, which is due for implementation in May 2015.</p> <p>A number of areas for consideration were outlined in introducing the MASH model which include:</p> <ul style="list-style-type: none"> • Information Sharing: Developing a WASPI for the appropriate sharing of information needs to be undertaken and agreed to by all partners; • Appropriate site: The involvement of partners to agree an appropriate site; • ICT: Number of different case management systems used by partners / teams, how will the information be shared through incompatible systems; and • Staff vetting: Depending on the location additional vetting of staff may need to be undertaken, which can be a lengthy process. <p>TY thanked AW for the presentation and explained that funds had been made available for a project manager role to begin the scoping of a MASH model in Cardiff.</p> <p>PB queried whether the Vale of Glamorgan would be included in the model.</p> <p>TY explained that Cardiff had agreed to pilot the model, moving to a shared model at a later date.</p> <p>PE agreed and stated that both Councils would work together and with partners to shape the pilot model.</p> <p>NM queried whether a transfer of employment was required for the Cwm Taf model for any staff involved in the MASH.</p> <p>AW explained that the staff remained with their respective organisations but were working together in a single site.</p> <p>MB gave praise to the Cwm Taf model, and support in developing a similar model in Cardiff.</p>	<p>TY to feedback issues for consideration to LSCB.</p> <p>TY to develop role of Cardiff MASH project manager.</p>
<p>5. South Wales Programme Update</p> <p>Maria Battle, Chair of Cardiff and Vale University Health Board introduced Marie Davies Deputy Director of Planning, Cardiff and Vale University Health Board to provide an update to the board on the South Wales Programme.</p> <p>MD provided a recap on the work undertaken as part of the South Wales Programme. The delivery of a number of specialist services; paediatric, obstetric, neonatal and emergency services, are being reviewed as part of the programme, and the best method</p>	

for sustainable future delivery is being sought. The plan will see the services being centralised at; the University Hospital Wales, Morriston Hospital, Prince Charles Hospital, Princess of Wales Hospital and the proposed specialist Critical Care Centre in Cwmbran, as it is no longer practical or sustainable to provide access to every service at each hospital the programme will develop a sustainable model of delivery based on the needs of the population, and supporting infrastructure to provide services across the sites listed.

Three acute care alliances have been established to implement the agreed outcome of the South Wales Programme, and in addition will ensure that continued service is provided until the implementation is complete and will work to develop contingencies for any issues that may arise during implementation.

Service models for paediatric, obstetric and neonatal services have been developed and agreed; capital plans for the hospitals that will host these services are being developed with an April 2016 target date for completion.

Trainees are being withdrawn from the Royal Glamorgan Emergency Department from August 2015, there will be no immediate service impact following the withdrawal. A medical model is being developed which will ensure that patients continue to be treated at Royal Glamorgan Hospital during a transitional period. This model will also support the move to the agreed South Wales Programme model.

Acute and surgical services are also being reviewed by the South Wales Collaborative who are reviewing the potential impact of a reconfigured surgical model across the region.

PB queried whether as part of the work being undertaken by the South Wales Programme there was a full understanding of the skills gap that needs to be met to ensure continued service delivery to a growing population.

MD explained that there are plans being developed as part of the programme to ensure that workforce and financial plans are aligned to the new service model.

PB asked whether the changed services would ensure that demand would be met.

SH explained that part of the reason for the move towards the South Wales Programme was to alleviate pressure off services and deliver in a more sustainable way. Waiting times and access issues were both taken into account when the plans were being developed along with taking into account how we redesign services to meet the needs of the population. We need to enable hospital based services to be taken moved into communities where possible, which may also present a skills gap. Work is being undertaken across medical disciplines to address and skills gaps that are identified.

MB agreed that this was a priority for the health board. Delivering appropriate community services to relieve pressure from acute and specialist services.

NM queried how need for services would be met across the region, with people travelling to access acute and specialist services.

MD responded that the infrastructure of region is one of the considerations in delivering the plan, but there would also be a need for the hospitals to work together to meet the need.

NM thought that there may be a negative impact on moving patients out of their

Secretariat to

<p>immediate areas to receive treatment and felt that it was important that the services across the region built up a relationship which would ensure patient care was consistent.</p> <p>PB asked when the next update on progress would be available.</p> <p>MD responded that quarterly updated on progress could be provided to the board.</p>	<p>include South Wales Programme on the Joint LSB agenda as appropriate.</p>
<p>6. Public Service Reform Agenda</p> <p>PO introduced and provided an update on the Cardiff and Vale Joint Legislation and Policy Update document (item 6.1), the key issues for note was in relation to the Reforming Local Government: Power To Local People White Paper.</p> <p>Both The Vale of Glamorgan and the City of Cardiff Council have formally responded to the recommendations outlined within the white paper (Items 6.2 & 6.3 respectively). The responses a broadly similar, raising a number of issues and queries with the recommendations.</p> <p>There were specific points raised in relation to the levels of prescription in implementing the recommendations and in querying the financial balance of making the proposed changes.</p>	
<p>7. Regional Collaboration Fund Updates</p> <p>RJ introduced the Regional Collaboration Fund Annual Report for 2014/15.</p> <p>Remodelling Social Care</p> <p>Progress has been made in Remodelling Social Care services through:</p> <ul style="list-style-type: none"> • Development of Community Resource Teams; • Introduction of a Streamlined Integrated Assessment; • Enhanced Services for People with Learning Disabilities; and • Enhanced Occupational Therapy Services. <p>PE raised that the work that is being undertaken as part of the wider programme is funded through the Intermediate Care Fund and that there is a consciousness about the lack of future funding availability and its associated repercussions.</p> <p>Regionalising Regulatory Services</p> <p>RT stated that recruitment into the senior level of the new arrangements had now been completed, recruitment of the next tier of staff would follow and that shared services would begin to be delivered from May 1st.</p> <p>CYD Cymru</p> <p>During 14/15 there were only 5,600 registrations with CYD Cymru and just over 2,000 households who participated in a switch. There was a total saving of over £500, 000 for those who took part in the switch, with an average saving of £250 per household.</p> <p>One of the area’s that has been identified for further development in 2015/16 is in supporting people who are living in fuel poverty to undertake the switch by targeting areas or deprivation. With the contributions from the completed switches into the Community Fund the programme will become self-sustaining.</p> <p>NM requested that work be done with people who had switched in earlier rounds to ensure that they do not miss the opportunity to switch again in the future.</p>	<p>RJ to feedback suggestion to follow up with</p>

<p>TY commented that there were already a number of joint services being held across the services which would provide an opportunity to build on in the future.</p> <p>Embedding Co- Production and Citizen Engagement</p> <p>Continued support is being provided to groups and individuals in Cardiff who have made an expression of interest in undertaking a Community Asset Transfer of community buildings in Cardiff. A number of training sessions have been delivered and there is one-to-one support being provided as part of the Stepping Up process.</p> <p>In addition, a city-wide time banking scheme is being developed in Cardiff with participation across; Families First and Communities First services, Cardiff Youth Service, Schools and Age Connects. The scheme provides a currency incentive for people to actively participate in their communities in return for a time credit note which can be exchanged for a number of services, including:</p> <p>A review of library facilities has been undertaken across the Vale of Glamorgan with the view to making significant savings. Following initial consultation of residents and users, the Council is exploring the development of community-led libraries in six areas. Expressions of interest are being sought from groups interested in running these libraries</p>	
<p>9. Horizon Scanning and Any Other Business</p> <p>There was no horizon scanning or any other business discussed.</p>	
<p>Dates of Next Meetings</p> <ul style="list-style-type: none"> • Tuesday 21st July, 2:00pm – 4:30pm, Vale of Glamorgan, • Tuesday 6th October, 1:30pm – 4:00pm, Cardiff (TBC) 	