

DELIVERING THE WELL-BEING PLAN

Background

1. The Cardiff Public Services Board is responsible for the following statutory requirements:
 - Preparing, publishing and reviewing an assessment of the state of economic, social, environmental and cultural well-being in Cardiff;
 - Preparing a Local Well-being Plan for Cardiff, setting out local well-being objectives and the steps it proposes to take to meet them;
 - Taking all reasonable steps to deliver the local objectives within the Well-being Plan;
 - Publishing an annual report that sets out the Board's progress in meeting the local objectives.
2. Following the draft Well-being Plan being considered for approval by the Cardiff PSB on 1 May 2018, this report proposes new partnership governance arrangements to support the delivery of the Well-being Plan (step 3) and sets out how the PSB will report progress on an annual basis (step 4).

Delivery Arrangements

3. The Terms of Reference for the Cardiff PSB states that its role is to oversee and drive the delivery of the Well-being Plan, including:
 - To establish delivery arrangements and ensure that they are delivering
 - To consider emerging issues
 - To unlock barriers
4. The PSB Delivery Board will support the Cardiff PSB, with responsibility:
 - To lead on overseeing the operational delivery of the Cardiff Well-being Plan.
 - To ensure that PSB decisions are actioned.
5. The PSB is able to establish sub-groups/programme boards to support it in undertaking its functions and the Board can authorise sub-groups to exercise a limited number of functions. Each Programme Board will prepare terms of reference and the Chair of the group will submit them to the Board for approval.
6. The Cardiff PSB agreed on 12 December that the governance and delivery mechanism that supports the PSB be reviewed and revised, with proposals brought to the PSB Delivery Board on the 8th March, with the intention of having new governance arrangements in place to support the delivery of the plan following its approval on 1 May 2018.
7. As part of this wider work, the PSB Delivery Board on 16 January also agreed to revisit the governance of Community Safety in Cardiff, and that the Delivery Board consider a proposal for a revised approach alongside the wider governance proposals. The revised Community Safety Board (see paragraph 13) was considered by the PSB Delivery Board on 8 March.

8. At the PSB Delivery Board 8 March, it was agreed that the delivery arrangements and programme of work for each Board be further developed for consideration at the next PSB meeting, 1 May 2018. The Resilient Growth Task & Finish Group was asked to identify the most appropriate means for taking the resilient growth agenda forward and to report back to the PSB Delivery Board.

Proposed Partnership Delivery Arrangements: Principles

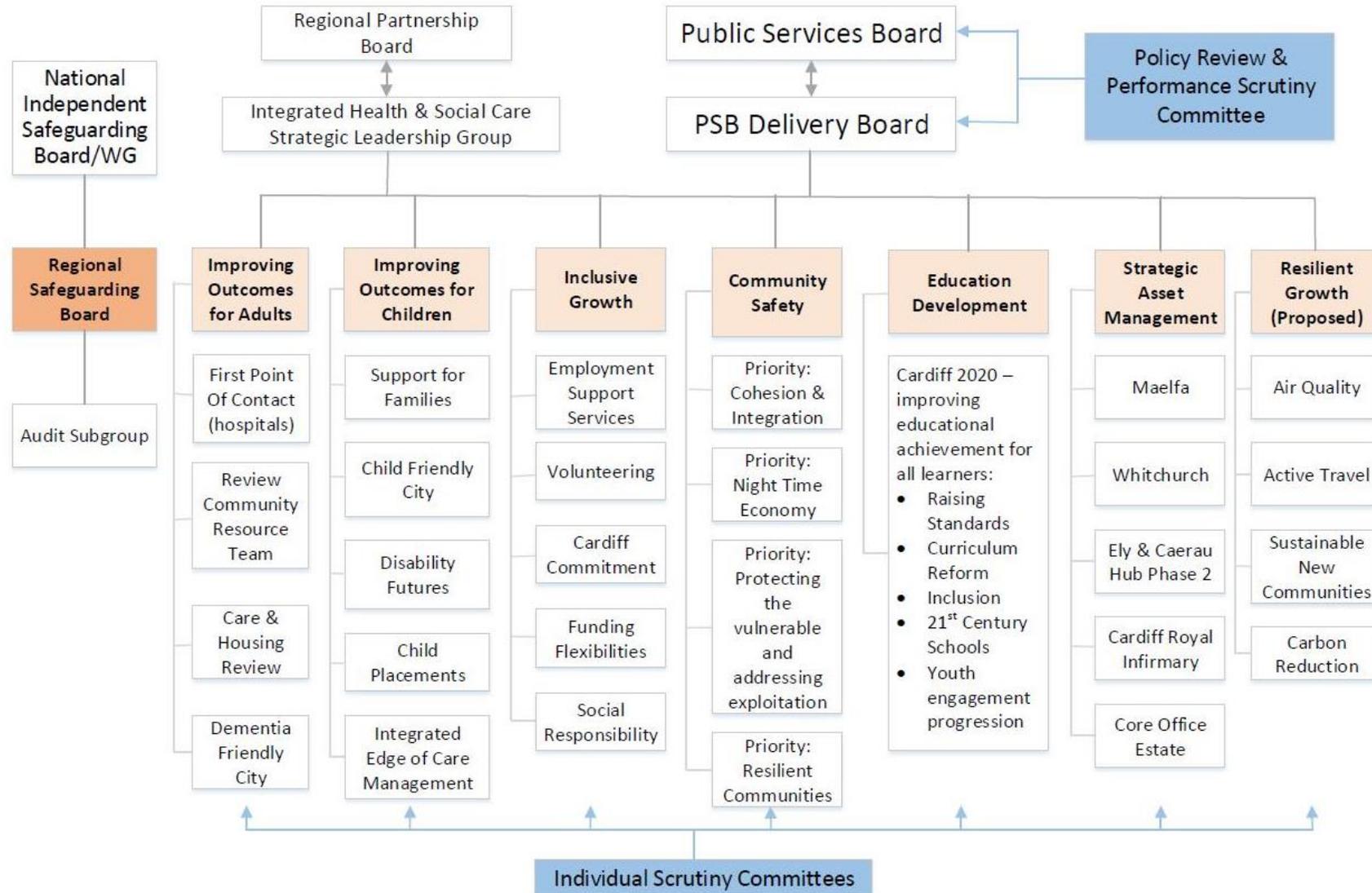
9. The following principles have informed the design of the proposed new partnership governance:
- Focus – streamlined arrangements, focussing on the delivery of statutory Well-being Objectives and steps in the Well-being Plan and Area Plan. The avoidance of duplication of activity is of paramount importance.
 - Alignment and Integration – the Well-being Plan focusses on areas of ‘collaborative advantage.’ The steps contained within the plan are those that PSB members have identified as fundamentally requiring partnership working, aligned with each member’s corporate priorities. Integrated reporting arrangements will also need to be put in place for the RPB and PSB against Well-being Plan and Area Plan Objectives.
 - Decision Making – Each Programme Board must include at least one statutory member of the Board (or nominated representative), and can include any invited participant or other partner. Members should be of sufficient seniority to take decisions.
 - Administrative Support and Resourcing – Administrative support for the Public Services Board is provided by Cardiff Council. The PSB terms of reference state that the resourcing of the functions of the Board is the responsibility of all statutory members equally, and that contributions will be reviewed and agreed by the Board as required.
10. Following the PSB Delivery Board meeting on 8th March board members were asked to provide details of nominations to each board so that invites can be sent to the initial meetings in mid/late May.
11. It is proposed that each programme board needs a dedicated secretariat support for:
- Ensuring the Board is established and meets regularly;
 - Preparing the agenda and commissioning papers for meetings;
 - Inviting participants and managing attendance;
 - Co-ordinating the preparation of the performance reports;
 - Preparation of evidence for scrutiny.
12. The resourcing of collaborative projects taken forward under each partnership board will need to be considered by the respective board.
13. The structure for proposed partnership governance arrangements is below. It contains:
- Programme boards for areas which require a continuous programme of collaborative activity.

- Task and Finish Groups for Well-being Plan commitments that are discrete, time bound activities.

The following sections (12-18) provide more detail on the scope of each proposed board.

PROPOSED PARTNERSHIP GOVERNANCE

Partnership Delivery



14. Community Safety Board

The PSB Delivery Board agreed on 16 January that the governance of Community Safety in Cardiff be reviewed and revised. The proposed terms of reference for the Community Safety Leadership Group and Delivery Board, and priority areas of work, are included as **Appendix 1 (page 11)**.

Key points include:

- The creation of a Community Safety Leadership Group, to provide strategic leadership, supported by a Delivery Board with an operational delivery focus.
- The Board will have responsibility for 4 programme of work:
 - Cohesion & Integration
 - Night Time Economy
 - Protecting Vulnerable People and Addressing Exploitation
 - Building Resilient Communities
- The specific areas and established multi-agency boards within each theme are identified.
- The PSB Delivery Board will remain as the statutory Community Safety Partnership.

The first meeting of the Community Safety Board is to be scheduled shortly.

15. Inclusive Growth Board

The Inclusive Growth Board is proposed as a new Board with responsibility for a programme of work focussed on removing the barriers to employment for the unemployed, activity to support those suffering “in work” poverty and providing effective support for those furthest from the labour market.

The draft Terms of Reference for the Inclusive Growth Board is included as **Appendix 2 (page 20)**.

Specific programmes of activity will include:

- Joining up local working arrangements in Public Services for Tackling Poverty in Cardiff, including Communities First, Families First, Flying Start, Supporting People, Into Work Services and Money Advice.
- Addressing the Welfare Reform issues to develop a joined up strategy and response for assisting those affected to help mitigate the impact of the changes.
- Develop joined up thinking to increase Employment and Training opportunities for supporting people to return to work or with in-work poverty.
- Promote volunteering and social action, including development of a city volunteering portal.
- Delivering the Cardiff Commitment.

The first meeting of the Inclusive Growth Board is scheduled for Friday 25th May.

16. Improving Outcomes for Children Board

It is proposed that the existing Improving Services for Children Partnership Board be enhanced, focussing on integrated delivery in relation to the following Well-being Plan commitments. Where appropriate the Board will also report to the RPB on issues contained within the Area Plan.

The draft Terms of Reference for the Improving Outcomes for Children Board is included as **Appendix 3 (page 23)**. Some of the priority project to be taken forward by the board include:

- Oversight of the UNICEF 'Child Friendly City' programme
- Delivering the Early Help strategy.
- Disabilities Futures programme
- Deliver an integrated approach to Children and Young People Emotional and Mental Health Support

The first meeting of the Improving Outcomes for Children Board is scheduled for Tuesday 22nd May.

17. Improving Outcomes for Adults Board

Building on the platform on the existing 'Preventative Services' Board, this new Board will focus on delivering integrated services for older people, and will report jointly to both the PSB and RPB.

The draft terms of reference for the Improving Outcomes for Children Board is included as **Appendix 4 (page 26)**

- Hospital contact/discharge
- Community Resettlement Services/CRT
- Care and Housing
- Dementia Friendly City

The first meeting of the Improving Outcomes for Adults Board is scheduled for Wednesday 23rd May.

18. Partnership Asset Management Board

The Partnership Asset Management Board is an existing board, whose role is to maximise the opportunities for partners to collaborate strategically and tactically in respect of property and land assets. Its responsibilities include:

- Identifying and pursuing mutually beneficial public sector property/land collaboration opportunities
- Align strategic property investment initiatives between constituent membership organisations to enhance service quality and realise best value

- Provide strategic direction and decisions where necessary on matters relating to partnership land and property opportunities.
- Review and monitor progress of existing partnership land and property projects

The Board will be chaired by the Chief Executive of the Council and a core membership of Council, Health Board, South Wales Police and Police and Crime Commissioner's Office is proposed, with other PSB members and partners invited to participate when relevant.

The Terms of Reference for the Partnership Asset Management Board are included as Appendix 5 (page 29).

The Partnership Asset Management Board met on 28 March 2018. It is next due to meet in June 2018.

19. Education Development Board

The Education Development Board is an existing board with a specific focus on the education and well-being of children and young people in Cardiff.

The Terms of Reference for the Education Development Board are included as Appendix 6 (page 32). Its responsibilities include:

- Maintain an overview of progress against the desired outcomes and goals of Cardiff 2020:
 - Excellent outcomes for learners
 - High quality workforce
 - Self-Improving school system
 - 21st century schools
 - Schools & Cardiff in partnership
- Maintain an overview of school performance including academic year 2016-17 results
- Focus upon 'unlocking' and driving up performance in those areas where partners can add most value.
 - The School Estate
 - Community Focused Schools
 - Curriculum Reform- Implementation of 'Successful Futures'
 - Additional Learning Needs (ALN) Reform
 - The Cardiff Commitment (youth progression and schools business partnerships)

The Education Development Board is next due to meet on 3 May 2018.

20. Task and Finish Groups and collaborative projects

The programme boards set out above are anticipated to be established and in place for the duration of the Wellbeing Plan (5 years). Not all 'steps/commitments' contained within the Wellbeing Plan will require the oversight of a programme board.

In relation to the delivery of a number of commitments, or for emerging issues, the PSB may wish to commission a time-limited Task and Finish Group. For example, the 'Impact of

Brexit' Group, convened to understand the implications of the EU Referendum Report on Cardiff.

Similarly, some Well-being Plan steps may be led by a one PSB member, but with the input and support of one or more other members, for example the development of Cardiff Council's Green Paper on Transport and Clean Air.

For many cross-cutting issues, for example in public health, community engagement, or in relation to the role of the natural environment in enhancing wellbeing, it will be important to ensure that the appropriate activity features in the work of the relevant Programme Boards.

Resilient Growth

Following discussion at the PSB Delivery Board on 8th March it was agreed that there may be a need for programme arrangements for 'Resilient Growth,' an area which provides oversight and leadership for the following commitments in the Wellbeing Plan:

- The planning and delivery of new communities
- Sustainable transport and air quality
- Responding to climate change and extreme weather events (adaptation and mitigation)
- Making sure public buildings are energy and waste efficient
- Divesting public investments from fossil fuel companies

It was agreed by the PSB Delivery Board that following the delivery of the 'Resilient Growth' workshop on 31 May that relevant PSB members consider this and make a recommendation on the appropriate delivery arrangements to the PSB Delivery Board.

All steps in the Well-being Plan have been mapped against the proposed delivery arrangements, including those most appropriate for a Task & Finish approach, in Appendix 7 (page 35).

Reporting Arrangements

21. The PSB is required in statute to produce an annual report on the delivery of the Well-being Plan. It is proposed that this has two components:
 - A report outlining Cardiff's performance against the city outcomes identified in the Well-being Plan (see Cardiff 2018 report).
 - A report outlining progress against each step contained in the Well-being Plan.
22. The Regional Partnership Board is similarly required to produce an Annual Report on the delivery of the Area Plan. It will be important to ensure that, where overlap between the Well-being Plan and Area Plan exist, consistent information is reported by a single source, avoiding duplication of effort and resources.

23. For each Programme Board, a Programme Brief will need to be developed and agreed including:
- Priority work-streams (aligned with Well-being Plan commitments)
 - Outcome indicators for each workstream
 - Work-stream activity and projects, including relevant milestones and risks
24. Programme Boards and Task and Finish Groups will be required to provide a highlight report, on an exceptions basis, to the PSB Delivery Board. Issues will be escalated to the PSB if necessary.
25. The responsibility for approval of each report will be with the relevant board Chair. Support on the preparation of quarterly reports will be provided by the Council's Performance Management Team.
26. To ensure integrated reporting, a similar approach will need to be taken to reporting progress against the delivery of the Cardiff and Vale of Glamorgan Area Plan to the Regional Partnership Board and Integrated Health and Social Care Strategic Leadership Group. Similarly, reporting arrangement to the Cardiff and Vale of Glamorgan Regional Safeguarding Board need to be clarified.

Scrutiny

27. In order to assure democratic accountability there is a statutory requirement for a designated local government scrutiny committee of the relevant local authority to scrutinise the work of the PSB.
28. Each Local Authority must ensure its overview and scrutiny committee has the power to;
- a) review or scrutinise the decisions made or actions taken by the PSB;
 - b) review or scrutinise the board's governance arrangements;
 - c) make reports or recommendations to the board regarding its functions or governance arrangements;
29. Cardiff Council Policy Review and Performance Scrutiny Committee (PRAP) has overarching responsibility for scrutiny of the Council's partnership work, and has been allocated the statutory responsibility for scrutiny of Cardiff's Public Services Board (CPSB).
30. The committee will be provided with evidence in the form of:
- a. the draft assessment of local well-being;
 - b. the draft local well-being plan;
 - c. the annual reports of the PSB.
31. The committee can require any statutory member of the board to give evidence, but only in respect of the exercise of joint functions conferred on them as a statutory member of the board under this Act.
32. While PRAP will take an overview of the overall effectiveness of the PSB, the work undertaken in each programme board will be subject scrutiny by the relevant scrutiny committee (for example, the children and young people's scrutiny committee).

Next Steps

33. The Terms of Reference and Programme Briefs for each board will be agreed at the first meeting of each board, and reported to the PSB Delivery Board.
34. Proposals for integrated reporting to be developed and agreed.

Recommendations

The PSB agree:

- The proposed arrangements outlined on pages 2-9
- The draft terms of reference for each board

APPENDIX 1

COMMUNITY SAFETY STRATEGIC LEADERSHIP GROUP

DRAFT TERMS OF REFERENCE

Introduction

1. The Community Safety Strategic Leadership Group (CSSLG) will be responsible for ensuring the Public Services Delivery Board discharges its statutory responsibilities set out in the Crime and Disorder Act 1998. The Act requires all local authority areas to establish a Community Safety Partnership with “responsible authorities” working together to address community safety issues. The “responsible authorities” are:
 - Local Authority
 - Police
 - Fire and Rescue
 - Probation service
 - Local Health Board
- 1.1 In Cardiff, the Community Safety Partnership has been integrated into Local Service Boards arrangements as recommended by the Welsh Government in its statutory guidance on integrating partnerships and plans (Shared Purpose – Shared Delivery 2012).
- 1.2 Since 2016, the Local Services Board has been replaced by Cardiff Public Services Board, with the PSB Delivery Board undertaking the role of the city’s statutory Community Safety Partnership.
- 1.3 The PSB Delivery Board has authorised the SLG to provide strategic leadership, which will drive an effective response to community safety issues in the city.
- 1.4 The day to day management of the community safety function will be devolved to the Community Safety Delivery Board. (See Separate Terms of Reference below)

Aims

2. The CSSLG will provide leadership for the planning, commissioning and delivery of community safety related services and activities across the city, to ensure that people in Cardiff are safe and feel safe.
- 2.1 It will also oversee the work of the Community Safety Delivery Board to ensure the effective delivery of strategic priorities for community safety, holding those responsible to account.

Duties and Principal Functions

3. The CSSLG will set and agree the agenda for the Community Safety Delivery Board which will be held within two weeks of the SLG meeting.

- 3.1 The CSSLG will in consultation with communities and other partners agencies agree key priority areas for the city which will drive the work of the Community Safety Delivery Board.
- 3.2 The CSSLG will identify and have oversight of any emerging trends in relation to crime and community safety, across the city.
- 3.3 The CSSLG will ensure that an analysis of identified trends are carried out to fully understand the impact and actions needed to address any issues.
- 3.4 The CSSLG will undertake a strategic horizon scanning function to ensure that appropriate plans can be put in place operationally to respond to any forth coming event/s.
- 3.5 The CSSLG will ensure that appropriate resources are available to delivery on key priorities as well as respond to any new and emerging issues for the city. This will include setting and allocating the Community Safety Budget.
- 3.6 The CSSLG will agree information about community safety and services available to the public and will authorise any multi-agency communication strategies in relation to current and future priorities.

Chair of the Community Safety Strategic Leadership Group

4. The Chair of the CSSLG will be the Cabinet Member for Housing and Communities, Cllr Lynda Thorne.
- 4.1 The Vice Chair of the CSSLG will be the Chief Superintendent, BCU Commander, South Wales Police.

Membership of Community Safety Strategic Leadership Group

5. The membership of the CSSLG is outlined below:

NAME	ORGANISATION	TITLE
Cllr Lynda Thorne	Cardiff Council	Cabinet Member for Housing and Communities
Steve Jones	South Wales Police	Chief Superintendent
Sarah McGill	Cardiff Council	Corporate Director for People and Communities
Alun Michael	Police and Crime Commissioners Office	Police & Crime Commissioner for South Wales
Joe Reay	Cardiff Council	Head of Service Partnership & Performance
Stephanie Kendrick-Doyle	Cardiff Council	Community Safety Manager

Secretariat

6. The CSSLG will meet at least four times a year. Additional meetings may be required to discuss specific topics and respond to any new or emerging community safety issues.
- 6.1 Administrative support will be provided by Cardiff Council.

COMMUNITY SAFETY DELIVERY BOARD

DRAFT TERMS OF REFERENCE

Introduction

1. The Community Safety Delivery Board (CSDB) will co-ordinate and provide the operational management of community safety related services and activities across the city of Cardiff.
- 1.1 The priorities and work of the CSDB will be set and governed by the Community Safety Strategic Leadership Group. (See separate Terms of Reference above)

Aims

2. To provide a co-ordinated and multi-agency response, to ensure that people in Cardiff are safe and feel safe.
- 2.1 Ensure the delivery of outcomes and priorities that have been determined by the Strategic Leadership Group, holding those responsible to account.

Duties and principal functions

3. The CSDB will drive a partnership response to address strategic priorities for community safety in the areas identified below:
 - Cohesion & Integration
 - Night Time Economy
 - Protecting Vulnerable People and Addressing Exploitation
 - Building Resilient Communities
- 3.1 The CSDB will co-ordinate and commission multi agency actions that will address any new or emerging community safety issues as identified by the Strategic Leadership Group. It will also hold those responsible to account for the delivery of agreed outcomes.
- 3.2 The CSDB will develop a robust data set in order to be well informed about community safety issues affecting the city and take an evidence based approach to support delivery against current and future priorities.
- 3.3 The CSDB will consider problem profiles that have been referred via the Public Services Board, the Community Safety Strategic Leadership Group and partners.

- 3.4 The CSDB will consider issues “City Wide” when problems are common across one or more wards and will develop a Safer Cardiff action plan and standardised multi- agency response.
- 3.5 The CSDB will inform the commissioning of appropriate grant funded activity to address identified local priorities, and will also inform mainstream Service Redesign to shape delivery to meet local need.
- 3.6 Members of the CSDB will work together to share good practice, disseminate information, and where appropriate, share information to avoid duplication, gaps and ensure clarity about responsibilities.
- 3.7 Members of the CSDB will provide feedback to their respective organisations and partnerships.
- 3.8 The CSDB will be responsible for ensuring the Public Services Delivery Board and Community Safety Strategic Leadership Board are fully informed about the key issues emerging from the localised delivery of Cardiff’s Well-being Plan.

Chair of the Community Safety Delivery Board

4. The Chair of the CSDB will be Cardiff Council’s Corporate Director for People and Communities.
- 4.1 The Vice Chair of the CSDB will be the Chief Superintendent, BCU Commander, South Wales Police.

Membership of the Community Safety Delivery Board

5. Membership of the CSDB will comprise of one or more members from the senior management team of each of the participating organisations including:

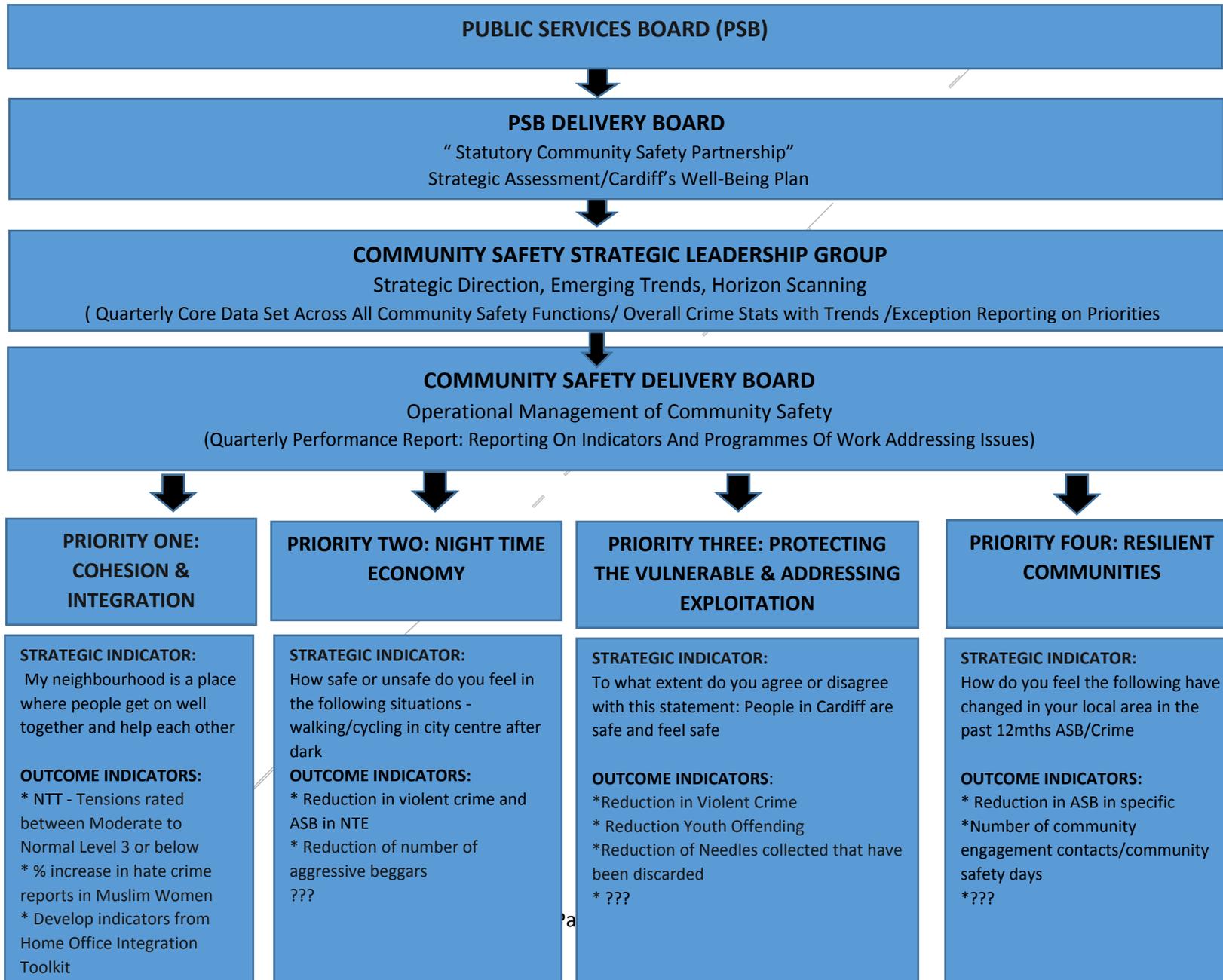
Cardiff Council, South Wales Police, National Probation Service Wales, Cardiff & Vale University Health Board, Shared Regulatory Services, the Voluntary Sector, Fire Service, Business Improvement District (FOR Cardiff) and the Police and Crime Commissioner’s Office.
- 5.1 Organisations are responsible for ensuring that they are represented at an appropriate level. Where the nominated representative is unable to attend, a deputy will attend in their place.
- 5.2 It is recognised that other members will be invited to attend meetings as required to present specific items.

NAME	ORGANISATION	TITLE	AREA
Sarah McGill	Cardiff Council	Corporate Director for People and Communities	Chair
Steve Jones	South Wales Police	Chief Superintendent	Vice Chair
Mark Brace	Police & Crime Commissioner's Office	Deputy Police & Crime Commissioner	Community Safety
Jane Thomas	Cardiff Council	Assistant Director Communities Housing &	Housing ASB Domestic Violence
Isabel Bignall	Cardiff Council	Assistant Director Communities Housing &	CTTV
Will Lane	Cardiff Council	Shared Regulatory Services	Licencing - Taxis/Licensed Premises/ Miscellaneous Trading Standards
Joe Reay	Cardiff Council	Head of Service Partnership & Performance	Contest Board Prevent Emergency Planning Community Cohesion/Counter Extremism Performance/ Research
Hannah Williams	Probation	Chief Executive	Offender Management
Fiona Kinghorn	Cardiff & Vale University Health Board	Deputy Director of Public Health	ACEs DHRs Mental Health Early Intervention Area Planning Board substance Misuse & Alcohol
Victoria Harrison	Community Rehabilitation Company	Chief Executive	Offender Management
David Bents	Fire Service	Group Manager	Fire Service
Mary Duckett	Third Sector	Operations Manager	Community Engagement
Adrian Field	FOR Cardiff	Chief Executive	Business Improvement District
Steph Kendrick-Doyle	Cardiff Council	Community Safety Manager	Providing support to Board

Secretariat

6. The CSDB will meet at least four times a year, and will take place within two weeks of the quarterly Community Safety Strategic Leadership Group. Additional meetings may be required to discuss specific topics and respond to any new or emerging community safety issues, as directed by the Strategic Leadership Group.
- 6.1 The agenda will be set and agreed by the Strategic Leadership Group meetings, and will be circulated with additional papers to members at least five working days before the meeting. Additional late items will be at the discretion of the Chair.
- 6.2 Administrative support will be provided by Cardiff Council.

PUBLIC SERVICES BOARD WORK PROGRAMMES: COMMUNITY SAFETY



PUBLIC SERVICES BOARD WORK PROGRAMMES: COMMUNITY SAFETY

ISSUES IDENTIFIED IN EACH PRIORITY AREA

PRIORITY ONE: COHESION & INTEGRATION	PRIORITY TWO: NIGHT TIME ECONOMY	PRIORITY THREE: PROTECTING THE VULNERABLE & ADDRESSING EXPLOITATION	PRIORITY FOUR: RESILIENT COMMUNITIES
*Asylum Seekers/ Refugees/Migrants	*Businesses Sector/FOR Cardiff	*VAWDASV	*Neighbourhood specific issues/ Problem Profiles/ Hot Spots/ Youth Annoyance/Off Road Bikes/ Discarded Needles
*Integration	*Economic Development	*Sex Workers	*ASB/ Non Council Tenant/Council Tenant
*Gypsy/Travellers	*CCTV	*Human Trafficking/Modern Slavery	*Community Engagement
*BME Communities	*Licensing	*Grooming into -CSE/Racialisation & Extremism/Serious Organised Crime Gangs	*Perceptions of crime & safety
*Counter Extremism	*Taxis Marshalling/*Street Pastors/Funding	*Rough Sleepers	*Advice and information
*Hate Crime	*City Centre Management	*Problematic (& Open) Drug & Alcohol Use	*Peer Mentors/Community Champions
*Tension monitoring	*Movement in & around the City	*Drug Dealing	*Relationship building
*Radicalisation	*Reducing Crime and disorder	*Reduce Offending 18-25yrs/Youth Offending	
*Prevent	*Protecting Vulnerable	*Reduce Violent Crime/Knife Crime	
*CONTEST		*Serious Organised Crime Gangs	
*Narrative			
*Low levels cohesion East Cardiff			

PROGRAMMES OF WORK AND GOVERNANCE ARRANGEMENT TO ADDRESS ISSUES AND PRIORITIES

(Quarterly Performance Report: Reporting On Indicators And Programmes Of Work Addressing Issues)

COHESION & INTEGRATION	
Programmes of Work	Governance
Inclusive Cities	Taskforce/ Inclusive Cardiff Network
Local Cohesion Action Plan	Welsh Government monitoring Community Cohesion Group Tension Monitoring Group
Work Programme of Community Engagement Officer for Counter Extremism	Hone Office Monitoring
Hate Crime Officers/Schools Project	Hate Crime Forums
Prevent	CONTEST Board Prevent Stakeholders Group
AS/Refuges/ Migrants	Wales Strategic Migration Partnership

NIGHT TIME ECONOMY	
Programmes of Work	Governance
Purple Flag Status	FOR Cardiff Cardiff Against Business Crime
NTE Strategy/Action Plans	Steering Group
CCTV	CCTV Steering Group
Taxis	Taxis Forum
Licensing	Responsible Authority Meeting
	City Centre Management Meeting

PROTECTING THE VULNERABLE & ADDRESSING EXPLOITATION	
Programmes of Work	Governance
VAWDASV	Executive Board/ Strategy Development/ Training Framework/ DHR Panels
Sex Working	Sex Worker Steering Group
Human Trafficking/ Modern Slavery	MARAC HT Forum
Serious Organised Crime Gangs	Serious Organised Crime Board County Lines
Rough Sleepers	City Wide Taskforce Tackling Drug abuse, Begging & Homelessness(Gold) Operational (Sliver) Intervention/ Case Management/ Top Ten (Bronze)
Drug & Alcohol	Area Planning Board
Reoffending	Youth Offending Management Board/ Offender Management Steering Group
Preventing Violent Crime	Preventing Violent Crime Group
Grooming/ CSE	Safeguarding Boards

RESILIENT COMMUNITIES	
Programmes of Work	Governance
Hotspots/profiles/	Senior Partnership Analyst PACTS
ASB tenanted	Local Authority ASB Team – Problem Solving Group
ASB non tenanted	South Wales Police ASB Team Neighbourhood Partnership Team Quality Of Life
ASB – Young People	Youth Services
Discarded Needles	City Wide Discarded Needles Group Vinci/ Street Cleaning
Engagement Community Safety Days	Community involvement plans C3SC – S&CC Network
Advice & Information	HUBS?
Neighbourhood specific issues	To replace Neighbourhood Partnerships Boards/Officers Task & Finish groups????

***Groups highlighted in Blue** - It is important that all of the groups highlighted in blue feed into the Community Safety Strategic Leadership Group and Delivery Board to ensure the Community Safety priorities are being met and resources are directed as required.

This needs more work on linkages

APPENDIX 2

INCLUSIVE GROWTH PROGRAMME BOARD: DRAFT TOR

1. Purpose:

Ensuring that the benefits of the Cardiff's economic growth are shared across all the city's communities is at the heart of the work of the Cardiff Public Services Board as set out in the city's Wellbeing Plan.

The Inclusive Growth Programme Board will bring together decision makers from across the public and communities services to place a strategic focus on removing the barriers to employment and helping people, particularly those furthest from the labour market, into good work.

2. Background:

While Cardiff's economy is amongst the fastest growing of all Core Cities, some of the most persistently deprived communities in Wales can be found in the capital city, with areas of high unemployment found within walking distance of the nation's commercial centre. These are patterns that, despite the city's transformation, have remained consistent for over a generation. In-work poverty is also growing problem in the city. Around a quarter of people in employment earn less than the National Living Wage, and casual employment, enforced self-employment, zero-hours contracts and other forms of insecure work mean constant stress and worry for an increasing number of people.

Deprivation, and unemployment rates in particular, are a strong predictor of wellbeing inequality both locally and globally.¹ Furthermore, there is a close correlation between deprivation and high demand on public services. Through better connecting citizens to the city's growth, particularly those citizens furthest from the labour market, this programme will improve outcomes for individuals, families and communities, and reduce demand on public services.

3. Outcome Indicators

Strategic Outcome Indicators (contained in the Wellbeing Plan)

<i>Unemployment rate of the economically active population aged 16+ (disaggregated)</i>
<i>Employee jobs with hourly pay below the living wage</i>
<i>Percentage of children in low-income families</i>
<i>Percentage of households in poverty (i.e. below 60% of median income) by MSOA (after housing costs)</i>

¹ Measuring Wellbeing Inequalities, What Works Wellbeing (2017) and Ask Cardiff (2017)

<i>Long-term (i.e. over 12 months) JSA Claimants</i>
<i>Year 11 and Year 13 school leavers that are not in education, employment or training</i>
<i>Rates of Volunteering</i>

Other, more specific population indicators, may be developed by the Board.

4. Programme Scope:

The Inclusive Growth Board will be responsible for the delivery of the following Wellbeing Plan Commitments:

	Commitment	Well-being Objective
1	Develop an integrated approach to employment services in Cardiff, helping people to find work, stay in work and progress at work, working in partnership with Welsh Government, DWP and training providers.	Supporting people out of poverty
2	Support people who are adversely affected by welfare reform by providing an integrated approach, locally delivered in Community and Wellbeing Hubs.	Supporting people out of poverty
3	Ensure that the Welsh Government's flagship anti-poverty programmes (Communities First Exit Plans, Families First, Flying Start and Supporting People) are designed and delivered in a co-ordinated way.	Supporting people out of poverty
4	Make sure young people are prepared for and given opportunities to participate in the world of work through delivery of the ' Cardiff Commitment ', in partnership with the private and third sector.	Cardiff is a great place to grow up
5	Promote volunteering and social action, including development of a city volunteering portal.	Safe, Confident and Empowered Communities
6	Aim to provide more well-paid jobs in Cardiff through acting as an advocate for the Real Living Wage initiative across the public, private and third sector employers, and including its consideration in commissioning and funding decisions.	Supporting people out of poverty
7	Seek to increase the impact of public services as anchor employers on tackling poverty and promoting 'fair work' practices by developing cross-public service approaches to 'Social Responsibility', 'Community Benefits' and 'Ethical Employment'.	Supporting people out of poverty

Specific projects within the scope of the programme board will be agreed by the board.

5. Chair:

The interim Chair of the Inclusive Growth Programme Board will be Cardiff Council's Corporate Director for People and Communities, Sarah McGill.

The Vice-Chair will be agreed by the Board.

6. Membership:

Membership of the Inclusive Growth Programme Board will comprise of one or more members from the senior management team of PSB members.

Organisations are responsible for ensuring that they are represented at an appropriate level. Where the nominated representative is unable to attend, a deputy will attend in their place

It is recognised that other PSB members will be invited to attend meetings as required to present specific items.

7. Secretariat

The Inclusive Growth Programme Board will meet at least four times a year. Additional meetings may be required to discuss specific topics and respond to any new or emerging issues, as directed by the PSB Delivery Board.

The agenda will be set and agreed by the Chair, and will be circulated with additional papers to members at least five working days before the meeting. Additional late items will be at the discretion of the Chair.

Administrative support will be provided by Cardiff Council.

APPENDIX 3

IMPROVING OUTCOMES FOR CHILDREN BOARD: DRAFT TOR

1. Purpose

This Board will focus on delivering the priorities and projects identified under the 'Cardiff is a Great Place to Grow Up' Well-being Objective, contained in the PSB's Well-being Plan.

The Board, comprising senior officers from agencies across the city of Cardiff and reporting into the PSB Delivery Board, will promote the most effective prevention and early intervention services possible, and ensure that fewer children and young people need to rely on formal care and support, acute or substitute care.

The Board will contribute to the Social Services National Outcome Framework as defined by the Social Services and Well-being (Wales) Act 2014.

2. Background

Cardiff is already a good place for many of its children and young people to grow up, with a fast improving school system alongside the advantages that a capital city can bring such as an extensive range of leisure, sporting and cultural opportunities.

However, the evidence shows that there is a clear relationship between those communities in the city with the youngest demographic profile (and the number of school-age children) and multiple-deprivation. This deprivation has been shown to have a profound and lasting effect on the lives of children and young people and their families, and outcomes for children and young people noticeably poorer than in other parts of the city. Children who are disadvantaged - whether through disability, poverty, family circumstances, illness, neglect or abuse - will require particular help and support from across the public and third sector services and from within their communities. Evidence also suggests that children from low income families are also more likely to be at risk of Adverse Childhood Experiences and the rates of children considered to be at risk, being placed on the child protection register, or taken into care, are significantly higher in the city's most deprived communities.

This programme will lead a 'Think Family' approach which looks at the family as a whole and co-ordinates support across the public services, tailored to each families' needs and strengths, delivering a joined up approaches to enable the right conversations to take place at the right time, between the right people and for solutions to be found at the earliest possible stage, particularly for the most vulnerable children and families.

3. Strategic Outcome Indicators (contained in the Wellbeing Plan)

Number of children living in poverty
Percentage of reception year children who are overweight or obese
Immunisation rates for children and young people

Mental well-being: children & young adults and adults (National Indicator 29) - under development
Key Stage 2 Pupils Achieving the Expected Level (L4+) in the Core Subject Indicator
Key Stage 4 Pupils Achieving the Level 2 Threshold including English/Welsh & Maths (National Indicator)
Attainment FSM v non-FSM (KS2, KS4)
Year 11 and Year 13 school leavers that are not in education, employment or training

Other more specific population indicators may be developed by the Board.

4. Scope

The Improving Outcomes for Children Board will be responsible for the delivery of the following Well-being Plan Commitments:

Commitments		Well-being Objective
1.	Place the voice and experience of young people at the heart of public services in Cardiff through adopting a Child's Rights approach and becoming a UNICEF 'Child Friendly City.'	Cardiff is a great place to grow up
2.	Adopt a 'Think Family' approach, making sure that public services are joined up and that children and families are given the right support, in the right way, at the right time, including: <ul style="list-style-type: none"> • Development of an Early Help Single Point of Access • Commissioning a new Families First Programme • Develop a joined up approach to the first 1000 days of a child's life 	Cardiff is a great place to grow up
3.	Develop placed-based approaches to integrating public services for children and families in the city's most deprived communities through a ' Children First ' pilot in Ely and Caerau.	Cardiff is a great place to grow up
4.	Develop innovative approaches to identifying those at risk of Adverse Childhood Experiences (ACEs) , putting in place multi-agency response to support children and families before they reach crisis point.	Cardiff is a great place to grow up
5.	Improve mental health and emotional well-being for young people by delivering an integrated approach to Children and Young People Emotional and Mental Health Support.	Cardiff is a great place to grow up
6.	Support young disabled people and their families through the delivery of the Disabilities Future programme.	Cardiff is a great place to grow up

5. Chair:

The Interim Chair of the Programme Board will be Sarah McGill, Corporate Director, People and Communities, Cardiff Council.

The Vice Chair of the Programme Board will be agreed by the Board.

6. Membership:

Membership of the Improving Outcomes for Children Board will comprise of one or more members from the senior management team of relevant PSB members.

Organisations are responsible for ensuring that they are represented at an appropriate level. Where the nominated representative is unable to attend, a deputy will attend in their place

It is recognised that other PSB members will be invited to attend meetings as required to present specific items.

7. Secretariat

The Board will meet at least four times a year. Additional meetings may be required to discuss specific topics and respond to any new or emerging issues, as directed by the PSB Delivery Board.

The agenda will be set and agreed by the Chair, and will be circulated with additional papers to members at least five working days before the meeting. Additional late items will be at the discretion of the Chair.

Administrative support will be provided by Cardiff Council.

APPENDIX 4

IMPROVING OUTCOMES FOR ADULTS BOARD: DRAFT TOR

1. Vision:

This Board will focus on delivering the priorities and projects identified under the 'Cardiff is a Great Place to Grow Older' Wellbeing Objective, contained in the PSB's Wellbeing Plan and aligned to those in the Regional Partnership Board's Area Plan.

The Board, comprising senior officers from agencies across the city of Cardiff and reporting into the PSB Delivery Board, will promote prevention and early intervention, wherever appropriate aligning and integrating public and community services, to help older people stay safe, as healthy and independent as possible. This will include:

- That people will live independently in their own home.
- That they will have the integrated advice, support and assistance they need at the right time.
- That no one will be admitted to hospital unnecessarily and that everyone leaving hospital will be supported to achieve maximum independence.
- People in the community will be supported to achieve maximum independence.
- To develop a concept of Locality Working that is integrated between Health, Housing and Social Services.

2. Background:

Although Cardiff is a young city, over 50,000 citizens are over the age of 65 years old and life expectancy and healthy life expectancy has increased steadily over the last 20 years. As the city grows, and life expectancy continues to increase, the number of older people living in Cardiff is projected to rise significantly, with the number of citizens between 65 and 84 projected to rise by 44% over the next 20 years, and the number over 85 years old expected to nearly double.

The majority of older people in Cardiff report being in good, very good or excellent health, higher than the Welsh average. That said, increased life expectancy has meant a greater number of people suffering from ill health in later life and relying ever more on public services. Older people are more likely to require longer and more frequent stays in hospital, with nearly two thirds of people currently admitted to hospital over the age of 65. Increased life expectancy has also meant that more older people are vulnerable to social isolation and living in poverty in older age.

Current demand pressures and costs associated with an aging population are significant, and show no sign of reducing. Finding solutions to these long-term challenges will mean public services working in ever closer partnership to help older people stay safe, as healthy and independent as possible, and to lead lives that have value, meaning and purpose.

3. Outcome Indicators

Strategic Outcomes Indicators (contained in the Wellbeing Plan)

Percentage of people aged 65+ who reported their general health as being very good or good
Percentage of people aged 65+ reporting they felt involved in any decisions made about their care and support
Percentage of people aged 65+ reporting they received the right information or advice when they needed it
Percentage of people aged 65+ reporting they live in the right home for them
Percentage of people aged 65+ reporting loneliness.

Other more specific population indicators may need to be developed by the Board e.g.:

4. Scope:

The Improving Outcomes for Adults Board will be responsible for the delivery of the following Wellbeing Plan Commitments:

Commitments		Well-being Objective
1.	Building on the First Point of Contact and Single Point of Access services, further develop digital services along with easily accessible telephone, online and face-to-face access points for the region, for both professionals and the public.	Cardiff is a great place to grow older
2.	Develop resilient communities with local services, infrastructure and strong community networks to meet local needs where older people live.	Cardiff is a great place to grow older
3.	Develop and provide a range of future accommodation options to meet demand and enable people to remain at home for as long as possible.	Cardiff is a great place to grow older
4.	Develop improved assessment, diagnosis and care planning practices which are built upon genuine collaboration with older people and their carers and families, so that their plan reflects what is important to them and achieves the outcomes they seek.	Cardiff is a great place to grow older

5.	Develop Cardiff as a dementia friendly city	Cardiff is a great place to grow older
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5. Chair:

The interim, Chair of the Programme Board will be Sarah McGill, Corporate Director for People and Communities, Cardiff Council.

The Vice Chair of the Programme Board will be agreed by the Board.

6. Membership:

Membership of the Improving Outcomes for Adults will comprise of one or more members from the senior management team of relevant PSB members.

Organisations are responsible for ensuring that they are represented at an appropriate level. Where the nominated representative is unable to attend, a deputy will attend in their place

It is recognised that other PSB members will be invited to attend meetings as required to present specific items.

7. Secretariat

The Improving Outcomes for Adults Programme Board will meet at least four times a year. Additional meetings may be required to discuss specific topics and respond to any new or emerging issues.

The agenda will be set and agreed by the Chair, and will be circulated with additional papers to members at least five working days before the meeting. Additional late items will be at the discretion of the Chair.

Administrative support will be provided by Cardiff Council.

APPENDIX 5

PARTNERSHIP ASSET MANAGEMENT BOARD: DRAFT TOR

1. Vision

The PSB's draft Wellbeing Plan commits to *'adopt a cross-public services approach to the management of public property and assets.'*

The Partnership Asset Management Board (PAMB) will provide the senior level forum for public sector organisations within Cardiff to lead on the delivery of this commitment, and to discuss all property related initiatives.

2. Background

The key purpose of the board is to maximise the opportunities for partners to collaborate strategically and tactically in respect of property and land assets. It will be responsible for proposing, reviewing and monitoring progress of property issues and strategy at a senior management level. The agenda will be informed by agreed / ongoing partnership initiatives and relevant property priorities proposed by the constituent Board members.

The board will provide a forum for information exchange and discussion in relation to asset strategies and for instigating/implementing property related public sector partnership projects, including:

3. Programme Scope:

The Partnership Asset Management Board will be responsible for the delivery of the following commitment, contained in the Cardiff Wellbeing Plan:

'Adopt a cross-public services approach to the management of public property and assets'

Specifically, this will include the following responsibilities:

- To identify and pursue mutually beneficial public sector property/land collaboration opportunities
- Align strategic property investment initiatives between constituent membership organisations to enhance service quality and realise best value
- Provide strategic direction and decisions where necessary on matters relating to partnership land and property opportunities.
- Review and monitor progress of existing partnership land and property projects

The Board will report to Public Sector Board Delivery Board

4. Chair:

The Chair of the Partnership Asset Management Board will be the Chief Executive of Cardiff Council.

The Vice Chair will be agreed by the Board.

5. Membership:

The Board's core membership will comprise of:

NAME	ORGANISATION	TITLE
Paul Orders	Cardiff Council	Chief Executive
Neil Hanratty	Cardiff Council	Director, Economic Development
Sarah McGill	Cardiff Council	
Helen Thomas	Cardiff Council	Strategic Estates Manager
Matthew Seymour	Cardiff Council	Principal Asset Manager
Len Richards	Cardiff and Vale University Health Board	Chief Executive
Sue Morgan	Cardiff and Vale University Health Board	Deputy Director of Strategy & Planning
Abigail Harris	Cardiff and Vale University Health Board	Executive Director of Planning
Geoff Walsh	Cardiff and Vale University Health Board	Director of Capital, Estates and Facilities
Alun Michael	South Wales Police and Crime Commissioner	Police and Crime Commissioner for South Wales
Mark Brace	South Wales Police and Crime Commissioner	Assistant Commissioner for Cardiff, the Vale of Glamorgan and Bridgend
Stephen Jones	South Wales Police	Chief Superintendent
Christopher Shattock	South Wales Police	Head of Estates

Other Cardiff public sector organizations to attend according to agenda include but not limited to:

- Cardiff University
- Cardiff and Vale College
- Natural Resources Wales
- South Wales Fire and Rescue Service

6. Secretariat

The Partnership Asset Management Board will meet at least 2/4 times a year. Additional meetings may be required to discuss specific topics and respond to any new or emerging issues, as directed by the PSB Delivery Board.

The agenda will be set and agreed by the Chair, and will be circulated with additional papers to members at least five working days before the meeting. Additional late items will be at the discretion of the Chair.

Administrative support will be provided by Cardiff Council.

APPENDIX 6

EDUCATION DEVELOPMENT BOARD TERMS OF REFERENCE 2017-18

Background

The Education Development Board (EDB) sits beneath the Cardiff Public Services Board and has a specific focus on the education and well-being of children and young people in Cardiff.

Purpose of the EDB

EDB is a Partnership Board

- Maintain an overview of progress against the desired outcomes and goals of Cardiff 2020:
 - Excellent outcomes for learners
 - High quality workforce
 - Self-Improving school system
 - 21st century schools
 - Schools & Cardiff in partnership
- Maintain an overview of school performance including academic year 2016-17 results
- Focus upon 'unlocking' and driving up performance in those areas where partners can add most value.
 - The School Estate
 - Community Focused Schools
 - Curriculum Reform- Implementation of 'Successful Futures'
 - Additional Learning Needs (ALN) Reform
 - The Cardiff Commitment (youth progression and schools business partnerships)

Board Membership

Name	Role	Organisation
Professor Amanda Coffey	Chair Pro-Vice Chancellor, Student Experience and Academic Standards	Cardiff University (Higher Education)
Nick Batchelar	Director of Education and Lifelong Learning	Cardiff Council
Cllr Sarah Merry	Cabinet member for Education	Cardiff Council
Jackie Turner	Assistant Director of Education and Lifelong Learning	Cardiff Council
Suzanne Scarlett	Performance Manager	Cardiff Council
Ken Poole	Head of Economic Development	Cardiff Council
Mike Glavin	Managing Director	Central South Consortium

Mike James	Principal and Chief Executive	Cardiff and Vale College (Further Education Representative)
Jane Morris	Director	Governors Wales
Anthony Houlston Clark	Lead Trainer/Practitioner	Wales Restorative Approaches Partnership (Third Sector Representative)
Mark Owen	Head of Service Delivery	Careers Wales
Professor Dan Davies	Dean of the Cardiff School of Education	Cardiff Metropolitan University (Higher Education Representative)
Ceri Assirratti	People Services Manager	Admiral Group (Business Representative)
Ashley Kindred	Company Secretary	Panasonic (Business Representative)
Louise Harris	CEO	Big Learning Company (SME Representative)
Natalie Stork (Meeting facilitator)	Performance Officer	Cardiff Council
(one representative for each meeting) Anne Robertson Annette Daly Rowena Small	Schools' Commissioner/Diocesan Director of Education Director of Education Diocesan Secretary	Archdiocese of Cardiff Diocese of Monmouth Llandaff Diocese
Tracey Stephens	Secondary School Head teacher	Cathays High School
Janet Comrie	Nursery School Head teacher	Grangetown Nursery School
Natalie Gould	Primary School Head teacher	St Cadoc's Catholic Primary School
Lisa Marshall	Special School Head teacher	The Hollies

Meeting Frequency

The Board will meet half termly:

Thursday 5th October 2017, 14:00 – 16:00

Thursday 7th December 2017, 10:00 – 12:00

Thursday 1st February 2018, 10:00 – 12:00

Thursday 3rd May 2018, 10:00 – 12:00

Tuesday 26th June 2018, 14:00 – 16:00

In 2017-18, the Board will oversee the refresh and relaunch of Cardiff 2020 for 2019-2025, timescales below:

- Organisation of a partnership event in June 2018 for a mid-term celebration and evaluation of Cardiff 2020
- Refresh of the strategy following the release of 2017-18 results in January 2019
- Launch and event 'Cardiff 2019-2025' in Spring 2019

Proposed Work Programme 2017/18				
5 th October	7 th December	1 st February	3 rd May	26 th June
STANDING ITEMS				
Minutes of last meeting and matters arising	Minutes of last meeting and matters arising	Minutes of last meeting and matters arising	Minutes of last meeting and matters arising	Minutes of last meeting and matters arising
SPECIFIC ITEMS				
<i>Work Programme 2017/18</i> <i>Terms of Reference 2017/18</i> <i>Partnership event</i> <i>Provisional School Performance 2016/17</i> <i>Refreshing Cardiff 2020</i>	<i>Additional Learning Needs (ALN) – update and key challenges</i> <i>Partnership event – update and planning</i> <i>Curriculum Reform</i>	<i>Cardiff Schools Annual Performance Report 2016/17</i> <i>Community focussed schools</i> <i>Partnership event update</i> <i>Early years</i>	<i>Update on Cardiff Commitment</i> <i>Cardiff 2020 outline evaluation</i>	<i>Cardiff 2019-25</i>

APPENDIX 7

Cardiff PSB Well-being Plan Objectives, Steps and Delivery

	1. A Capital City that works for Wales	Delivery
1.1	Strengthen Cardiff's role as the economic, cultural capital city of Wales, supporting the development of the Capital Region and ensuring that the City Deal and the Cardiff Metro deliver for the people of Cardiff and Wales.	Regular updates on progress to PSB/Delivery Board.
1.2	Seek to make sure that Cardiff has the funding and fiscal powers it needs to lead the Welsh economy and deliver capital city infrastructure and services on behalf of the people of Cardiff, the Capital Region and Wales.	Task and Finish (tbc)
1.3	Understand the impact of Brexit on Cardiff's economy, public services and communities and develop the city's response, including the shape of any successor programmes for European Funding streams in Wales.	Brexit Working Group in place.
1.4	Attract and deliver major events in the city, building on the success of the Champions League Final, in partnership with Welsh Government and the private sector.	Delivered through exiting partnership approach to major events.
1.5	Deliver a safe and vibrant night time economy , working in partnership with the Business Improvement District.	Community Safety Board
1.6	Aim to double the number of Welsh speakers in Cardiff by 2050 through supporting the delivery of the Bilingual Cardiff Strategy.	Bilingual Cardiff Strategy and Delivery Group in place. Annual update on progress to PSB.

	2. Cardiff's Grows in a Resilient Way	Delivery
2.1	Adopt an integrated approach to the planning and delivery of public services in the city's new communities.	Initial workshop planned for 31 May.
2.2	Aim for 50% of all journeys in Cardiff to be by sustainable travel by supporting the development and delivery of the Cardiff Sustainable Transport Strategy.	Transport and Clean Air Green Paper currently out for consultation. Active Travel T&F established to change organisational practice.
2.3	Take a city-wide response to air pollution through leading the development and delivery of a Cardiff Clean Air Strategy.	As above.
2.4	Ensure that the city is prepared for extreme weather events associated with Climate Change by taking an integrated approach to Emergency Management.	Delivered through existing partnership mechanisms.
2.5	Seek to reduce the carbon footprint of the city's public services by working to ensure that all public buildings are energy and waste efficient.	Strategic Asset Management Board
2.6	Explore the potential for divesting public investments from fossil fuel companies.	Task and Finish (tbc)

	3. Safe, Confident and Empowered Communities	Delivery
3.1	Invest in and involve communities in the delivery of integrated, locally-based public and third sector services in Community and Wellbeing hubs.	Cross-cutting issue. To be considered at PSB on 1 May.
3.2	Give people a greater voice in shaping public services through developing and delivering co-created Community Involvement Plan/s.	See above.
3.3	Promote volunteering and social action, including development of a city volunteering portal.	Inclusive Growth Board
3.4	Protect our most vulnerable citizens , adopting integrated approaches to tackling trafficking, child sexual exploitation and domestic abuse.	Community Safety Board
3.5	Tackle radicalisation in our communities by building cohesion and trust, and promoting an environment where people have the confidence to report extremist behaviour.	Community Safety Board
3.6	Reduce offending and improve life opportunities for the 18-25 age group by developing an integrated, locally-focussed, approach to offender management.	Community Safety Board
3.7	Reduce levels of drug use and substance misuse , and levels of reoffending, through delivering a jointly-commissioned substance misuse service.	Community Safety Board
3.8	Make sure that newcomers from the UK and overseas are welcomed and can build new lives in Cardiff, including delivering the ' Inclusive Cities ' project.	Community Safety Board

	4. Cardiff is a great place to grow up	Delivery
4.1	Place the voice and experience of young people at the heart of public services in Cardiff through adopting a Child's Rights approach and becoming a UNICEF 'Child Friendly City.'	Improving Outcomes for Children Board
4.2	Adopt a 'Think Family' approach, making sure that public services are joined up and that children and families are given the right support, in the right way, at the right time, including: <ul style="list-style-type: none"> - Development of an Early Help Single Point of Access - Commissioning a new Families First Programme - Develop a joined up approach to the first 1000 days of a child's life 	Improving Outcomes for Children Board
4.3	Develop placed-based approaches to integrating public services for children and families in the city's most deprived communities through a 'Children First' pilot in Ely and Caerau.	Improving Outcomes for Children Board
4.4	Develop innovative approaches to identifying those at risk of Adverse Childhood Experiences (ACEs) , putting in place multi-agency response to support children and families before they reach crisis point.	Improving Outcomes for Children Board
4.5	Work with communities and across partners in the public and private sector to tackle Child Sexual Exploitation.	Community Safety Board
4.6	Improve mental health and emotional wellbeing for young people by deliver an integrated approach to Children and Young People Emotional and Mental Health Support.	Improving Outcomes for Children Board
4.7	Support young disabled people and their families through the delivery of the Disabilities Future programme.	Improving Outcomes for Children Board
4.8	Make sure young people are prepared for and given opportunities to participate in the world of work through delivery of the 'Cardiff Commitment' , in partnership with the private and third sector.	Inclusive Growth Board

	5. Supporting People out of Poverty	Delivery
5.1	Aim to provide more well-paid jobs in Cardiff through acting as an advocate for the Real Living Wage initiative across the public, private and third sector employers, and including its consideration in commissioning and funding decisions.	Inclusive Growth Board
5.2	Support people who are adversely affected by welfare reform by providing an integrated approach, locally delivered in Community and Wellbeing Hubs.	Inclusive Growth Board
5.3	Develop an integrated approach to employment services in Cardiff, helping people to find work, stay in work and progress at work, working in partnership with Welsh Government, DWP and training providers.	Inclusive Growth Board
5.4	Ensure that the Welsh Government's flagship anti-poverty programmes (Communities First Exit Plans, Families First, Flying Start and Supporting People) are designed and delivered in a co-ordinated way.	Inclusive Growth Board
5.5	Seek to end rough sleeping in the city and tackle the causes of homelessness .	Community Safety Board
5.6	Seek to increase the impact of public services as anchor employers on tackling poverty through adapting employment policies and exploring cross-public service approaches to 'Social Responsibility' policy and 'Community Benefits.'	Inclusive Growth Board
5.7	Support a city wide Food Partnership to ensure citizens have access to sustainable, healthy and affordable food	Food Cardiff partnership in place. Annual update to PSB
5.8	Undertake additional research on how best to tackle health inequalities and reduce the healthy life expectancy gap.	Task and Finish (tbc)
5.9	Work to support delivery of Cardiff's Sport and Physical Activity Strategy to increase participation of current and future generations in sport and physical activities, particularly in our city's most deprived communities.	Council-led approach, support and input from PSB members.

	6. Cardiff is a great place to grow older	Delivery
6.1	Building on the First Point of Contact and Single Point of Access services, further develop easily accessible telephone, online and face-to-face access points for the region, for both professionals and the public.	Improving Outcomes for Adults Board
6.2	Develop resilient communities with local services, infrastructure and strong community networks to meet local needs where older people live.	Improving Outcomes for Adults Board
6.3	Develop and provide a range of future accommodation options to meet demand and enable people to remain at home.	Improving Outcomes for Adults Board
6.4	Develop improved assessment, diagnosis and care planning practices which are built upon genuine collaboration with older people and their carers and families, so that their plan reflects what is important to them and achieves the outcomes they seek.	Improving Outcomes for Adults Board
6.5	Make Cardiff a dementia friendly city	Improving Outcomes for Adults Board

	7. Modernising and Integrating Our Public Services	Responsible Board or Group
7.1	Adopt a cross-public services approach to the management of public property and assets.	Public Services Assets Board
7.2	Develop and appropriately skill the city's public service workforce to meet changing needs and demands.	Workforce Development Task and Finish group in place.
7.3	Develop a joined up approach to consultation, engagement and research (integrated with the Community Involvement Plans outlined in Objective 3)	Task & Finish (tbc)
7.4	Seek to deliver public and third sector services and workforce that are representative of the city and its communities, especially BAME communities.	Task & Finish (tbc)