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CARDIFF & VALE
REGIONAL
PARTNERSHIP
BOARD

**Thematic summary of the
RPB Board Development Day
2nd July 2025**

and

**Agenda for 9th September
2025**

The RPB met as a group on the 2nd July to explore how it functions as a group and how it can move to the next level of maturity. The day was facilitated by Professor Michael West and focused particularly on compassionate leadership as a tool for high performing teams.

These slides provide a summary of the key themes from the day (you have also been provided with the raw notes from the session).

We will use the time on 9th September to explore the outcomes of the development day and turn them into actions.

Members will be asked to lead the small group sessions on each theme.

Regional Partnership Board 09.09.25

Agenda

1.00pm Intro (15 mins):

Reconnect to development day outcomes.

Lead: Cath Doman

1.15pm Theme Discussions (5 x 25 mins):

Each theme introduced by a different member of the Board, followed by small-group discussion.

[BREAK AFTER 3 sessions (10 mins)]

3.25 How we use our time together (25 mins)

Whole group discussion, drawing on the theme discussions, to shape how we run Board meetings in the future

Lead: Sam Austin

3.50 Wrap-up (5 mins):

Capture key actions, commitments, and next steps

Lead: Cllr Ash Lister

4pm Close

Part 1

Summary of themes arising from the RPB Board Development Day
2nd July 2025

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Themes

1. Shared vision and strategic alignment
2. Purpose, value and impact
3. Power, voice and governance
4. Operational realities vs strategic ambition
5. Outcomes, inequity and prevention
6. Working as a high performing team



1. Shared vision and strategic alignment

Lack of alignment: Partner organisations have their own visions, values, and priorities, which often supersede RPB goals.

Call for integration: Need a **shared overarching strategy** that aligns organisational strategies and time horizons.

RPB as the strategic glue: RPB should serve as the connector across organisations, aligning under a unified long-term goal.

‘North Stars’: Need to revisit and recommit to 3–4 core priorities that are meaningful and measurable.



2.

Purpose, Value, and Impact

- **Unclear value proposition:** Some see RPB work as a “luxury” rather than “essential”
- **Demonstrating impact:** Need clear accountability models and ways to **measure collective outcomes.**
- **Focus on outcomes, not activity:** Avoid box-ticking; instead, track how the RPB improves health, wellbeing, and inequality.
- **Use lived experience and data:** Design strategies informed by real stories and population needs assessments.

3. Power, voice, and governance

- **Power imbalance:** Third sector feels marginalised; decisions often appear to be made outside RPB meetings.
- **Need for inclusivity:** Representation, voice, and diversity must be addressed and improved.
- **Push back and self-determination:** Call to **assert collective voice** with Welsh Government and political systems.
- **Reframe governance:** Develop a **shared accountability model** that transcends organisational silos.



4. Working as a high performing team

- **Committee vs. Team:** RPB is seen more as a meeting of individuals than a functioning team.
- **Compassionate leadership:** Emphasis on **compassion, inclusion, psychological safety**, and creating space for reflection and honest dialogue.
- **Trust and safety:** Particularly for third sector reps, there's discomfort in raising challenges due to perceived power imbalances.



5.

Operational realities vs. strategic ambition

- **Firefighting vs. planning:** Operational pressures prevent strategic progress—RPB seen as “optional” work.
- **Space to think and plan:** Strong need to **carve out time** for meaningful strategy, reflection, and team development.
- **Funding as lever for change:** Shift RPB funding use from service support to transformation and innovation.



6. Outcome s, inequity, and prevention

- **Inequity focus needed:** Health inequity is increasing; RPB must focus on reducing the gap between affluent and deprived communities.
- **Shift to prevention:** Opportunity to embed a preventative agenda and **reallocate resources accordingly.**
- **Sustainability concerns:** Current budget approach is not sustainable; need to **reset financial models.**



Next steps and actions from the July Development Day

- **Refocus on 3–4 shared priorities** revisit our *North Stars*.
- **Member induction and refresh** to build understanding and commitment.
- **Increase time for meaningful discussion**, not presentations.
- **Explore and learn from external systems** like Nuka (Alaska), Canterbury, Kirklees, etc.

Part 2

Translating the Development Day into action

Regional Partnership Board 09.09.25

Agenda

1.15pm Theme Discussions (5 x 30 mins):

Each theme introduced by a different member of the Board, followed by small-group discussion.

BREAK AFTER 3 theme discussions (10 mins)

3.25 How we use our time together (25 mins)

Whole group discussion, drawing on the theme discussions, to shape how we run Board meetings in the future

Lead: Sam Austin

3.50 Wrap-up (10 mins):

Capture key actions, commitments, and next steps

Lead: Ash Lister

4pm Close

Theme 1: Shared Vision & Strategic Alignment

Key question: *How do we ensure our organisational strategies and priorities align with and are reflected in the RPB's overarching ambition?*

Board leads: Suzanne Rankin and Cllr Eddie Williams

- Explore revisiting and reframing the *North Stars* and what it means to "own them."
- Discuss how to align organisational timeframes, goals, and commitments.
- Clarify what success looks like **collectively**, not just individually.

Theme 2: Value & Impact of the RPB

Key question: *How do we demonstrate the RPB's added value beyond what individual organisations can do alone?*

Board leads: Prof Ceri Phillips and Liz Jones

- Explore what added value the RPB has the potential to achieve for our partner organisations
- Discuss accountability models and shared metrics.
- Consider how RPB work can move from “luxury” to “essential” balancing operational realities with strategic ambition?

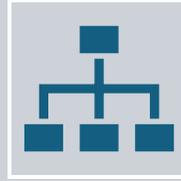
Theme 3: **Power, Voice & Inclusive Leadership**

Key question: *How do we create an inclusive space where all voices matter and influence decisions?*

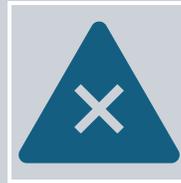
Board leads: Lance Carver and Sheila Hendrickson-Brown

- Address third sector concerns and unequal power dynamics.
- Reflect on how to improve participation and representation.

How are we working now?



Power imbalance: Third sector feels left out; decisions often appear to be made outside RPB meetings.



Framing: Issues and solutions are brought at the same time making it feel like it is all already decided. They are often presented in a way that only fully makes sense to a 'main' agency.



Representation: We don't reflect the communities we serve & how we can best work with them.

Key question: *How do we create an inclusive space where all voices matter and influence decisions?*



ADDRESS THIRD SECTOR
CONCERNS AND UNEQUAL
POWER DYNAMICS.



REFLECT ON HOW TO
IMPROVE PARTICIPATION
AND REPRESENTATION.

- The Framework of the meetings establish the culture
- Are we fostering an enabled and in it together culture for us all?
- Do we inadvertently pass on the WG ‘performance/ accountability’ culture
- Are all partners involved at the beginning/design stages – if not, why not?
- Do we agree priorities & seek input & involvement/ participation – providing strategic steer as a partnership and receiving performance info to check the status of priorities rather than as updates in their own right
- Do we need to unpick the 20% or at least look at 3rd sector spend from commissioners & how it’s changing?
- How are the s16 forums working – how do we support them to progress the partnerships’ priorities and culture?
- Do we work in ways that involve the third sector as more than being commissioned to deliver statutory services? What about the impact the wider third sector has on community wellbeing – how can we get resilience?
- As a coalition of partners, representation, voice and diversity must be addressed and improved. We need to consider what that means and what changes need to be made.
- What are we doing collectively to tackle exclusion, about making Wales Anti Racist and addressing other forms of inequity?
- Is not doing the above an option? – limiting our impact and our culture, our ability to be inclusive and creative, and to assert a collective voice with Welsh Government and political systems?

Theme 4: Prevention & Reducing Inequity

Key question: *How can the RPB lead on prevention and reduce health inequities in our communities?*

Board leads: Cllr Ash Lister

- Explore how the RPB can support partners to move further towards prevention and early support



Theme 5: Working as a High- Performing Partnership Team

Key question: *How do we shift from a committee of organisations to a high-functioning team with shared goals and behaviours?*

Board leads: Sam Austin and Emma Cooke (tbc)

- Use the “high-performing team” model as a framework.
- Identify practical steps for improving shared accountability, collaboration and continuity.
- Explore what compassionate leadership and psychological safety means for the RPB and how it functions