

Theme 1: Shared Vision and Strategic Alignment

Summary: we need a shared vision that aligns priorities, clarifies roles, and drives action. The RPB should be the space where partners co-own delivery, use resources wisely, and focus on what matters most—creating real impact through joined-up planning and prevention

1.1 Unified Purpose and Direction

- **Shared vision is diluted** when RPB discussions lack follow-through.
- **A single, integrated plan** with clear priorities that help organisations to align efforts
- **RPB should be the strategic driver** – a space for thinking differently, shifting perspectives, and enabling innovation.

1.2. Role Clarity and Contribution

- Organisations must **understand their individual value** and role within the system.
- **Clarity on respective roles** is needed to deliver shared ambitions.
- **Deep dives** should challenge partners to act on their responsibilities.
- Stakeholders ask: **“What’s in it for me?”** – strategic alignment must show mutual benefit.

1.3. Collaborative Planning and Resource Use

- **RIF spending** should be discussed and deployed collectively to support shared goals.
- **Use resources collectively** to reduce duplication and blend innovation.
- **Coproduction and budget alignment** are key to strategic coherence.
- **Cross-organisational value** is significant – e.g., 70% of LA activity benefits the NHS.

1.4. Measurement and Accountability

- **Value proposition and metrics** must be aligned across partners.
- **Measure what matters** – focus on what each partner can realistically contribute.
- **Balance value and funding** to understand whole-system impact.

1.5. System Simplification and Integration

- The system is **overly complex** – simplification is needed to support strategic alignment.
- **Blurred boundaries** between RPB and PSB roles hinder clarity.
- **Integrated models** (e.g., digital safeguarding) can support a more cohesive vision.
- **Awareness of RPB is less important than its impact** – focus on outcomes, not structures.

Theme 2: Value, Purpose and Impact of the RPB

Summary: The RPB needs stronger strategic alignment, with a clear shared vision, defined roles, and focused priorities. Prevention must be central, especially for children and young people, and collaboration should be maximised to reduce duplication and drive innovation. Accountability, simplified systems, and collective resource use are key to delivering meaningful, measurable impact

2.1. Strategic Alignment & Planning

- **Lack of follow-through** in RPB discussions undermines progress.
- **Clear priorities** are essential; not everything can be pursued.
- **Single, integrated plan** desired – a more practical and elevated Area Plan.
- **RPB as a strategic enabler** – a space for innovation, unblocker of barriers, and driver of new perspectives.

2.2. Prevention & Early Intervention

- **Prevention focus** needs clarity: where can partners add the most value?
- **Targeted population segments** (babies, children, young people) offer greatest collaborative benefit.
- **Shift from prevention to crisis response** is concerning.
- **“Impact now” culture** clashes with long-term prevention goals.
- **Prevention agenda** must be distilled into actionable items.

2.3. Collaboration & Collective Responsibility

- **Untapped potential** in collaboration across organisations.
- **Covid lessons:** reduced bureaucracy enabled progress, but barriers have returned.
- **Deep dives** should challenge partners to act on their responsibilities.
- **Organisations must understand their role and value** in the system.
- **Stakeholders ask “What’s in it for me?”** – need to show mutual benefit.

2.4. Resource Use & Funding

- **RIF spending** should be discussed and used collectively.
- **Use resources collectively** to reduce duplication and waste.
- **Balance value and funding** – understand whole-system impact.
- **Coproduction and budget alignment** are needed.
- **RIF should fund innovation**, not routine activity.

2.5. Accountability & Measurement

- **Accountability for delivery and contribution** is essential.
- **Value proposition and metrics** must be clear.
- **Measure what matters** – focus on what partners can actually do.
- **Clarity on respective roles** to deliver shared ambitions.

2.6. System Simplification & Integration

- **System complexity** is a barrier – simplification needed.
- **Integrated models** (e.g., digital safeguarding) are required.
- **Education's growing role** in social care and safeguarding.

Theme 3: Power, Voice and Inclusive Leadership

Summary: to lead inclusively, the RPB must amplify lived experience, engage the third sector as equal partners, and reflect the diversity of our communities. Real change means shifting power, building trust, and creating space for voices that are often unheard.

3.1. Inclusive Representation and Community Voice

- RPB must ensure meaningful representation, including groups like young carers.
- Lived experience should shape decisions—storytelling and community-based meetings can help.
- Engagement must be early, not post-decision, and tailored to diverse needs.
- Trust, feedback, and compensation are key barriers to participation.

3.2. Third Sector Engagement and Influence

- Move beyond commissioner-provider dynamics to genuine partnership.
- Third sector brings creativity, innovation, and strong community links.
- Involve third sector from the design phase, not just delivery.
- Avoid treating the third sector as a single group—recognise its diversity and strengths.
- Population Needs Assessments should be led by the third sector to amplify citizen voices.

3.3. Leadership, Culture and Governance

- Cultural change must reach senior leadership to tackle inequality.
- RPB governance should rotate roles to encourage diversity and inclusion.
- Board lacks diversity and doesn't reflect the communities it serves.
- Anti-racist Wales agenda needs clearer integration and action within RPB.

3.4. System Change and Collaboration

- Citizens care about services, not systems—focus on outcomes.
- Outcome-focused commissioning is needed; competitive bidding undermines collaboration.
- Volunteering and non-traditional voices offer new ways to shape services.
- RPB must slow down to allow space for genuine contribution and co-design.

Theme 4: Prevention and Reducing Inequity

Summary: to reduce inequity, we must take a bold, data-driven approach to prevention—targeting root causes like housing, employment, and education. By working with communities, aligning resources, and focusing on long-term impact, we can shift from reactive services to proactive, equitable solutions.

4.1 Data-Driven and Targeted Prevention

- Use tools like **WIMD** to inform early intervention and prevention strategies.
- Build on existing models (e.g. **Total Place, Your Place**) to improve coordination.
- Prevention must be **specific and intentional**—clarity is needed on what we’re trying to prevent.

4.2. Community Engagement and Leadership

- Work with **community leaders** and **youth forums** to build trust and shape messaging.
- Prevention efforts should be **community-based**, culturally sensitive, and rooted in lived experience.
- Challenge dominant cultural norms (e.g. breastfeeding) and start from a place of **trust**, not deficit.

4.3. Tackling Inequity Through System Change

- Address **social determinants** like housing, employment, and education to improve wellbeing.
- Inequalities are worsening—bold, **radical shifts in priorities and resource allocation** are needed.
- Move beyond health inequalities to tackle **broader system-level inequities**.

4.4. Structural and Cultural Barriers

- Welsh Government’s **siload approach** hinders integration.
- RPB and PSB roles need **clearer definition**, especially regarding third sector involvement.
- Avoid focusing solely on partner responsibilities—create **space for innovation**.

4.5. Commissioning and Resource Allocation

- Resources must be directed where they’re most needed—avoid the “**leaking roof**” scenario.
- Commissioning should be **outcome-focused**, not input-driven.
- Short-term prevention can relieve pressure, but long-term commitment is essential.

4.6. Early Years and Family Support

- The **First 1000 Days** is a key opportunity to support families from conception.
- Ensure children who need care can access it **without delay**.