

**1. Executive Summary**

The Vale and Cardiff RCC has had a number of successes between October 2013 and March 2015. There have also been a number of challenges faced by the RCC, mainly caused by the reduction in the budget for Supporting People.

The appraisal part of this document shows there is a need for more focus on the strategic objectives and for the RCC to have a more regional focus. It also identifies the need for more effective relationships and a stronger emphasis on service user involvement.

The Vale and Cardiff RCC has had its fair share of issues, but the level of agreement in the individual appraisal responses shows that there is a desire to work more strategically. It challenges all members of the RCC to engage in the process and for open and honest discussions to be able to take place. The RCC is part of the Governance arrangements for the Supporting People Programme and is therefore integral to the Programme itself. This review provides the RCC with some specific areas that we need to work on during 2015/16.

**2. Introduction**

The Supporting People Programme Grant (SPPG) - Guidance (June 2013) states that Regional Collaborative Committees (RCCs) across Wales are required to submit annual / regular reports to the Supporting People National Advisory Board (SPNAB), to advise the Minister on progress of each RCC. The RCC forms part of the overall governance structure for the SPPG, the current structure is available on the Welsh Government website: <http://wales.gov.uk/topics/housing-and-regeneration/services-and-support/supporting-people/programme-structure/?lang=en>

This Annual Review covers the period from 1 October 2013 to 31 March 2015. It provides the SPNAB with an update on developments and an honest assessment of what’s worked well and areas that still need to be progressed in the Vale and Cardiff RCC. This report is a reflection of all Vale and Cardiff RCC attendees; each member, deputy member, co-opted member and advisor has been given the opportunity to input their views and recommendations on the Vale and Cardiff RCC.

The SPPG – Guidance (June 2013) identifies a number of areas of responsibility for the RCCs across Wales and the High level principles. These are listed below.

The areas of responsibility where the RCC is expected to report to SPNAB:

1. Advise

2. Recommend

3. Planning

4. Priority Setting

5. Membership and Attendance.

The high level principles for the RCC:

1. Improving services and outcomes to the end user

2. Ensuring probity, accountability, transparency and scrutiny

3. Operating on the basis of equality, collaboration and co-production

4. Providing strategic oversight and direction in line with national, regional and local strategy and SP Commissioning plans.

5. Being underpinned by and comply with robust and enforceable grant conditions.

The Vale and Cardiff comprises of two local authority areas: Vale of Glamorgan Council; and the City of Cardiff Council. It is covered by the Cardiff and Vale University Health Board and the South Wales Police.

**3. Case studies**

As part of the annual review, we are required to provide two examples of work that has been carried out by the Vale and Cardiff RCC between October 2013 and March 2015. These include what went well, what barriers there were, what was achieved and any lessons learnt by the RCC.

**Example 1: Support worker income maximisation, budgeting and debt management training.**

The Vale and Cardiff RCC have been concerned about the possible impact of welfare reforms on people who need Supporting People services. The City of Cardiff Council successfully applied for funding from the Welsh Government to help mitigate the effects of Welfare Reform on homelessness through training support workers. The purpose was to provide information and skills to housing-related support workers and other key staff to ensure that the most vulnerable tenants are given financial support to effectively manage their income to ensure that rent is paid, tenancies are maintained and that ultimately homelessness is prevented.

The aim was to create confidence and consistency in services across the Vale and Cardiff region. This was to be achieved by better equipping support workers to tackle financial issues at an earlier stage and prevent escalation of debt.

The Cardiff and Vale Citizens Advice Bureau(CAB) were appointed to develop appropriate tools and training to assist support workers to deliver low level debt support and budgeting advice to service users. The training and toolkit also provided information on where to signpost for more specialist advice.

39 workshops were delivered by Cardiff and Vale CAB on ‘*Income maximisation, budgeting and debt management’* between 5 November 2013 and 31 March 2014 to 410 support workers. Every support worker who attended the training received a course handbook with useful hand-outs for use when working with service users.

The final tool developed by the Cardiff and Vale CAB was a debt management toolkit which is available online at: http://www.valeofglamorgan.gov.uk/en/living/housing/public\_sector/supporting\_people/Debt-Management-Toolkit/Debt-Management-Toolkit.aspx.

The Vale and Cardiff RCC set up a task and finish group to oversee the development of the training programme and monitor progress. The task and finish group provided comment and suggestions for the course content, course handbook and the online debt management toolkit.

The task and finish group developed best practice examples for inclusion in all providers paper work to include financial awareness or management. The RCC approved the paper work which was issued to all providers at the same time the online toolkit was launched.

A target of 500 support workers to be trained through the workshops was agreed early on in the process. 525 registered for the workshops, 115 either cancelled or failed to attend leaving no time to source replacements. This meant that the attendance rate was 78% with 410 support workers attending the workshops. If a similar project was to be run across the region again, how to manage the non-attendance (cancellations and failing to attend) so targets could be met would need to be looked into.

An evaluation of those who attended the training was carried out with 99.7% of support workers who completed the evaluation (385) stating they felt confident to impart the knowledge gained from the course and apply this to the service users they support and assist them with their debt queries.

The Outcomes data for April – September 2014 shows the percentage of positive progression (met and not yet met) in managing money following the training when compared to the previous reporting period (October 2013-March 2014) decreased by 0.18%. However, the number for whom comparable data was available had dropped by 7.8% and the number for whom it was an outcome had increased by over 25%. The outcome returns will continue to be monitored to review if the aims going forward have been improved by the training and provision of tools. An increase in people with an outcome need in money management may be down to welfare reforms or by the increased profile of money management in documentation and with support workers.

The success of the support worker income maximisation, budgeting and debt management training will only be demonstrated when the full impact of welfare reforms starts to hit across the region.

**Example 2: Older persons timeline**

The Supporting People Programme Grant – Guidance (June 2013) includes the specific recommendation from the Aylward review that “the eligibility criteria for older people receiving Supporting People funds should be based on need rather than age or tenure.” (p.24)

The Welsh Government carried out a national survey of all older persons services in January 2014 and a report on the figures for the Vale and Cardiff region was prepared and presented to the RCC on the 6 May 2014. The RCC decided to set up a task and finish group who met for the first time on the 1 July 2014. The aim of the task and finish group was to develop the timeline for changing all older persons services to being based on need and not tenure.

The task and finish group is made up of both Local Authorities Supporting People teams and older person strategy officers, Health, providers, representation from both 50+ forums and the third sectors Health and Social Care Facilitator in the region covering older peoples services. It was identified early on that the involvement and engagement by all providers of older persons services funded by Supporting People was really important. As a result of this a meeting was arranged with all providers for the 7 October where information on the barriers and issues that they thought needed to be managed through the process were collected. These discussions allowed the task and finish group to develop a draft timeline with as many of the barriers and issues covered as possible.

The draft timeline was then consulted on with all providers of older persons services and other stakeholders, including third sector organisations and the Older People’s Commissioner for Wales. A number of changes were made to the timeline due to consultation responses and the revised draft timeline was recommended to the RCC meeting on the 3 March 2015.

Along with the timeline the task and finish group produced an initial draft equality impact assessment which is due to be updated throughout the process. The group also produced a briefing for staff on why the changes are required and a letter that can be provided to service users. All of the documents were approved by the RCC and issued to providers of older persons services funded by Supporting People. The task and finish group are remaining in place to monitor progress against the timeline, to produce a regional needs assessment for use with all existing service users who have a service based on tenure and to collate community needs data.

The timeline runs from the 1 April 2015 to the 31 March 2017 and has a number of different steps, many of which overlap to keep the timeline down to two years. It does not say how services will be changed as this will depend on funding streams alongside Supporting People, systems and processes within providers and will therefore be agreed between the providers and SP teams as the commissioners. As of January 2015 only 10.23% of all services to older people (including alarms) were based on need. The success of the timeline and work of the task and finish group will only be fully visible when the percentage of older person services based on need increases.

Comments have been received by a number of members of the RCC and the task and finish group on the inclusive and collaborative approach that has been taken across the region. This approach is planned to continue throughout the course of the timeline with provider meetings due to take place just before the task and finish groups so any issues can be fed up as quickly and easily as possible.

**4. Service Development**

As part of the Annual Review, and to meet the reporting requirements of Welsh Government we are required to provide additional detail about the following areas:

**a) What efficiencies have been introduced by RCCs to ensure that services are commissioned and run in a more effective way for end users particularly given the ongoing pressures on funding?**

Meetings took place with all providers across the region to identify efficiencies in preparation for managing the anticipated cuts in Supporting People Programme funding for 2014/2015 and for 2015/16. As a result all of the efficiencies identified have been implemented already by all providers and the LA teams.

No efficiencies have been introduced specifically by the RCC. A number of discussions and pieces of work are being undertaken which may result in some efficiencies but these have not yet been finalised.

**b) How have people using services been involved and shaped decisions?**

The Participation and Involvement Framework was developed by the Service User Involvement task and finish group set up by the RCC, consulted on across the region and approved at the March 2014 RCC meeting.

An action plan was included as part of the Framework, with the Framework being fully implemented by the end of October 2014. The timing for implementation has meant that it was not fully functioning until the later stages of the planning for the 2015/2016 cuts.

The emphasis for the framework is that we go to where service users are, rather than bringing people to additional meetings. It also goes beyond service users. It covers engaging with staff, third sector organisations, carers, people who could be service users in the future, and ex-service users as well as existing service users.

Service users have been involved in the planning, development and tendering process for a number of services within the LAs across the region between October 2013 and March 2015. In addition, as part of the service reviews carried out a number of service user interviews are carried out by the LA SP teams which form part of the reports and are used to monitor and make improvements to service delivery.

The RCC itself has not had any direct service user involvement during the period of this review. Information has been fed through from the LAs, landlord and provider reps where appropriate.

**c) How have decisions been shaped by the outcomes data?**

The outcomes data has had a limited impact on decision making between October 2013 and March 2015. The first regional report on the outcomes covering 2012/13 and 2013/14 was provided to the RCC meeting in July 2014. A second report went to the January 2015 meeting with future reports scheduled for the RCC as soon as the LAs have collated the data for Welsh Government.

The initial report raised issues around gaps in the data which resulted in the RCC setting up a task and finish group. The group have been looking at improving consistency and reducing the gaps in the outcomes data. Until the quality of data across the region has improved the usefulness of the outcomes data in comparison to service reviews and other information collected by the LAs to enable decision making is very limited.

**d) What regional and sub regional work is happening as a result of the RCCs and how has this work developed since the last report that was submitted in November 2013**

As a region of only two Local Authorities there are no opportunities for sub regional work. Opportunities for regional work are limited by the differences in demographics. The Vale of Glamorgan has four major towns with the remainder being rural with some larger villages and an ageing population. Cardiff is the Capital City of Wales, a refugee dispersal area designated by the Westminster Government and has an increasing younger population.

The focus of the RCC has been on managing the cuts in Supporting People funding which have been much higher in Cardiff due to the redistribution formula.

Regional work has been undertaken mainly through task and finish groups set up by the RCC. These are:

* Income maximisation, budgeting and debt management – who oversaw the support worker training programme and tools development (for more detail see example 1 in the case study section).
* Older persons services – the group that have overseen the development of the timeline and are monitoring the progress of the timeline for older persons services to be changed to being needs based (see example 2 in the case study section).
* Service user involvement – the group created the Vale and Cardiff Regions Participation and Involvement Framework which was approved in April 2014. The group have been reconvened to review the framework in 2015.
* Regional Plan 2015/18 – a task and finish group developed the regional plan for 2015/18 which was submitted to the Welsh Government in January 2015.
* Outcomes – the RCC were concerned at the gaps and quality of the outcomes data that is collected across the region. As a result the group have been set up to look at reducing / monitoring gaps in data and improving the quality of the outcomes.

**5. RCC appraisal**

All Members, Deputies, Co-opted Members and Advisors were asked to give their opinions on the Vale and Cardiff RCC. From the 20 individuals asked to respond (1 of whom was not in work during the appraisal period), 10 responses were received representing 17 individuals. The following is a summary of the responses received. Where a response to a question was none or left blank this has not been included in the response summary.

1. **What has worked well for the Vale and Cardiff RCC and what are the achievements?**

* Service user involvement being considered more meaningfully and several events are planned. (mentioned in 2 responses).
* The Debt Management project set up with the CAB, providing consistent training for support workers in dealing with service users with low level debt issues, was very successful in the numbers attending from across the region.
* Discussions regarding services, commissioning, Welsh Government strategies, costs and funding.
* An achievement is that that the two LAs are working together on safeguarding for children and adults. Housing representatives of the RCC are also standing members of the joint Cardiff and Vale Local Safeguarding Board. Safeguarding is a cross cutting statutory responsibility and there is a recognition that Supporting People services are at the forefront in identifying and maintaining the safety of vulnerable clients
* Given the start point of the RCC I believe things have moved on significantly, however there is still a way to go until one of the LA’s recognises and accepts regional working is a must and the RCC strategic relevance to its work should be seen as high.
* On the whole the meetings are well attended by core members. The Coordinator plays a vital in role in ensuring all delegates are given the opportunity to be fully briefed for the meetings.
* The principle of having two LA’s at the same table to provide the opportunity for collaboration and best practice is sound. Both parties can and do share what they are working on and their methodology behind this.
* Discussion with and involvement of providers through provider reps.
* Cardiff and Vale RCC has been focussed from the outset on the application of cuts to the local provision. The group, despite conflicting interests found a way to work through this process.
* Effecting SP cuts in Cardiff and lessons learnt from implementing a non-strategic approach.
* Previous Regional Commissioning Plans have been based on an amalgamation of Local Commissioning Plans. The experience of the RCP Task & Finish Group set up to produce the 2015/18 plan is helping to develop and produce a more robust 2016/19 plan.
* The work of all the task & finish groups is helping with progress in a number of areas, such as service user involvement, reforming older persons services and in developing the outcomes monitoring tool.
* Discussing and reviewing SP Outcomes and ways of evidencing outcomes and achievements and sustainable support.
* The work undertaken by the working groups of the RCC eg Older Persons working group, RCP working group and Service User Participation working group. (mentioned in 2 responses).
* The work of the task and finish groups has widened the scope of the RCC. The development of the older persons timeline was carried out in a collaborative manner and was consulted on widely before being finalised.
* The recent decision to utilise Task & Finish groups works well in helping to provide outputs for the group.
* The RCC’s strength is the continuing engagement of the range of partners who are committed to providing support to this vulnerable client group. The relationships have matured and there is potential.

1. **How do you feel that the Vale and Cardiff RCC is meeting the strategic objectives?**

* It has been very difficult to move towards a regional approach as each local authority area is very different in terms of demographics, population, projects, service needs and the approach taken in terms of the supporting people planning process and agenda. The amalgamation of outturns, outcomes and needs mapping information therefore don’t provide any valuable information. (Mentioned in two responses).
* The process of developing reviews of the work may provide the opportunity to return to a more strategic approach, depending on how the matter is dealt with.
* I have a concern that the foundation blocks may not in place to allow the RCC to be highly effective. Principally a mutual, cooperative and effective partnership working arrangement where all parties are valued and able to drive forward the work of the RCC. Until this is achieved, the RCC’s ability to meet its strategic objectives will be significantly impaired.
* I feel the RCC could improve further in adopting a strategic role. In particular, limited progress has been made in hearing the client voice.
* Although I have outlined the dealing with cuts as an achievement, and I believe it has been, the need to respond to hostile external circumstances has impacted on the time and energy available for wider strategic issues.
* The RCC meetings often focus on the operational elements rather than on strategy, this makes it very difficult to assess the achievements of the RCC against the strategic objectives.
* Still some way to go but feels that is beginning to happen now.
* Whilst the RCC is developing an awareness of local services, opportunities to realise regional efficiencies and to co-ordinate provision of services have been limited.
* There has been very little opportunity for the RCC to develop its strategic vision despite continuing to meet every 2 months as each meeting has mainly concentrated on overseeing and sometimes challenging the process being implemented by Cardiff Council to mitigate the SP budget cuts.
* There is a lack of clear direction and goals as each meeting has mainly concentrated on overseeing and sometimes challenging the processes being implemented by Cardiff Council to mitigate the SP budget cuts.
* It is challenging to assess the performance against the strategic objectives as these are generally vague and not all members are clear about the Programme and or the wider regional strategic context.
* It has very often felt that the meetings have become just a ‘talking shop’ or just a way to rubber stamp decisions made by the local Planning Group.
* The RCC arrangement was not effectively established at the outset and is trying to operate whist new governance arrangements are being considered, at length, and awaiting introduction.
* I believe that there is still significant work that needs to be undertaken. However the RCC are aware of this and the Local Authorities are meeting to look at regional development opportunities.

1. **How has being a member of the RCC:**
   1. **Been of benefit to you and the work of your organisation?**

* It is always of benefit to be able to debate, consult and discuss the SP programme with those stakeholders who have a vested interest in the programme and in aligned local and regional services.
* I feel I have benefitted by contributing to discussions and presentations regarding the work of the RCC. I meet with other providers and can confidently discuss SP and local issues. Building networks and relationships with other providers and understanding their work, issues and discussing partnership working etc.
* Other members opinions and ideas have contributed to the work in our organisation.
* I feel I have a much wider understanding and empathy for all parts of the sector as well as a better grasp of the challenges facing Supporting People. This has meant that I am able to communicate key messages to my teams to ensure that the Supporting People Funding achieves greater value for money and, more importantly, is of greater benefit to our service users.
* The RCC has been able to see that the Vale of Glamorgan Council is transparent in its approach to SP and that all decisions are made by a multi-agency group made up of the statutory and voluntary sector at the local level. (mentioned in two responses).
* The overview of the work in Cardiff and the Vale and the opportunity to better understand other stake holder’s points of view has been an advantage.
* None really, apart from avoiding any potential challenges from other organisations. (mentioned in two responses)
* Being a member of the RCC has had little benefit directly to my work and that of my organisation.
* It hasn’t, the fallout from the way Cardiff approached the cuts impacted heavily both on myself as an individual and as an organisation. It has also been absolutely essential to ensure that the impartiality of the rep position is not compromised and this has been a difficulty and thankless role. However it is a very necessary and needed role.
* Not sure it has been a benefit as it takes up time – that my organisation has to pay for – and majority of discussion at RCC is about things unrelated to the needs of the specific sort of providers that I’m meant to be representing.
  1. **Enabled you to contribute to the work of other organisations?**
* As a provider rep it has been important to familiarise myself with all providers in the region to ensure effective representation. This has enabled me to meet with providers and visit schemes and meet their service users.
* We regularly discuss working practices, support planning and outcomes at provider forums.
* Working on various task and finish groups allows thinking to be influenced within other organisations. In particular, Outcomes monitoring and recording seems to have gained greater prominence among providers and discussions held to work collectively to improve this area.
* Providers contact reps and discuss issues relating to service provision, support standards and service delivery.
* It has ensured that I have had to ensure I have kept abreast of the issues of other organisations and represent those views impartially and fairly.
* The process of sharing viewpoints and priorities has certainly contributed to the way all the organisations present at the RCC undertake their work.
* Can sometime act as critical friend to proposals at RCC.
* I am not aware that direct contributions have resulted but rather a form of shared influence that may be productive in the long term.
* It is not clear that being a member/advisor has enabled us to contribute to the work of other statutory organisations but our involvement in the RCC and our role as commissioners has had an affect on the work of provider organisations.
* I have been able to contribute to the work of other organisations in a limited way to date. The public health perspective and skill set will be more of more value when the RCC gets to the stage of strategic needs assessment and planning.
* It has highlighted the importance and strategic approach needed to dealing with Supporting People funding both internally within the Council and with external organisations.
* None, but it has raised the profile of Supporting People both internally and externally.
* Meetings and workshops outside the RCC have been more useful in helping us to understand the needs and priorities of statutory partners and to understand how Supporting People can assist them.

1. **How has being a member of the RCC enabled you to learn about others’ challenges and priorities?**

* It has provided a greater understanding of the potential impact of decisions taken at the local level on other organisations both statutory and voluntary.
* It has provided a greater understanding of decisions taken at the local level on other organisations both statutory and voluntary.
* It has, it has also enabled me to ensure that all members of the RCC understand the issues and priorities. It has also assisted me in learning different and new ways to approach issues.
* It has been very useful for me to learn about this group of services and the challenges they face, particularly in relation to funding.
* I have also learnt much from an SP (local authority) point of view regarding their work, objectives, strategic reviewing and commissioning.
* Some of the open discussions have certainly improved my understanding of some of the issues faced by the local authorities and Welsh Government.
* Mostly about the pressures/challenges of the LAs.
* I have gained a better understanding of the key issues for the different groups on the RCC. There is too much focus on the differences rather than on cooperation and agreement on the best way forward to ensure good, quality services can be provided despite cuts in SP funding.
* The RCC meetings have tended to focus on Cardiff’s approach to the use of the funding. There has been limited opportunity to discuss or to understand other statutory organisations priorities during the RCC meetings. However workshops have been held with statutory partners separate to the RCC to better understand their needs.
* There remains however conflicts of interest on the RCC, because of the different groups of organisations represented, which means that it is not a progressive relationship and there is no-one truly independent because each decision has an impact on different sectors.
* In many areas of the delivery of SP services, providers and commissioners have similar interests. In other areas, their interests can be diametrically opposed. Both of these facts were obvious before joining the RCC. What has been provided through this experience is a better understanding of the constraints that operate on all partners in following these interests.

1. **Can you identify any learning or development needs and / or any support or training required that will further enable you to carry out your responsibilities and undertake your role as an RCC member to the best of your ability?**

* Work is currently being carried out to induct new members onto the RCC so that their induction onto the group allows them to contribute more fully and establish good practice from the outset. Perhaps allowing members to spend time with other members in their place of work to help understand positions and attitudes as well as a less formal exchange of ideas would be of particular benefit.
* Strategic leadership skills, understanding the underlying principles of SP as well as the way Local authorities work are needed. The main issue is having the time to undertake the necessary reading which is I believe a real issues.

1. **What would help the RCC to develop further?**

* I think the RCC needs truly develop a strategic approach to planning and commissioning its services and also to better hear the client voice.
* The vision and values exercise recently undertaken by SPNAB should help to clarify and inform the strategic vision.
* Clarification and communication of the roles and responsibilities of the RCC and the introduction of clear and robust governance arrangements.
* Strategic leadership skills, understanding the underlying principles of SP as well as the way Local authorities work are needed. The main issue is having the time to undertake the necessary reading which is I believe a real issues.
* The new planned SP Guidance needs to be carefully considered before being finalised to ensure that there is an agreed way forward across all sectors to needs mapping, service reviews, service planning and commissioning in the way that the 2002 Guidance set out. This will ensure that not only each region has a consistent approach but there will be a consistent approach taken across Wales. (mentioned in two responses)
* Regional working and commissioning.
* A lot of the meetings have been focused on changes planned by Cardiff Council because of the large reduction in their budget. This has left little opportunity to move forward as a region. (mentioned in two responses)
* Setting co-production and regional working in a more formal context that clarified the roles, responsibilities and powers of the body.
* Transparency into commissioning and local service needs analysis.
* This is an organic process, which will take time, I believe most RCC’s are well on their way, however it is a delicate balance between officers directly involved and other members.
* The role of the RDC is absolutely crucial
* Greater input into Cardiff’s approach and methodology.
* Earlier information and multiple year information from Welsh Government regarding budgets.
* Information where possible to be provided ahead of meetings. Not just information from the LAs but from the other members, especially if a response is expected to a detailed question. This would prevent agenda items having to be referred to the next meeting as the answers are not available at the meeting.
* At present there seems significant difference in the purpose of the RCC. Despite this issue persisting, there appears little appetite for trying to understand why the interaction between the various members is not highly effective. Work should be undertaken to address this as a high priority.
* Ensuring the place of the RCC in the new structures for Local Government as they are rolled out.

1. **What do you think the RCC should be focussing on for the coming year?**

* Promoting the work of the SP services.
* Looking for active ways of engaging service users in the debates that need to occur.
* Service user involvement and engagement.
* The main issues should be addressing the anomalies of the system, which are still wasting monies. It is absolutely crucial that the RCC’s focus on the outcomes and proving the cost effectiveness of the system, but this cannot happen until the two systems of SPG and SPRG are analysed separately. The whole programme is at risk until the Welsh Government cabinet recognises the cross cutting effectiveness of SP. All RCC’s must play a part in this.
* Prioritising services based on needs and strategic relevance.
* Clearly defined reviews with tight timescales to enable informed decisions about potential changes due to funding cuts to be made
* Strategic commissioning, strategic relevance, communicating plans and proposed funding cuts to providers and service users.
* Finding a genuinely joint way forward around making the cuts that will undoubtedly continue to be necessary.
* Ways of working, joint funding opportunities and partnerships with Wales Probation (CRC), Local Health Board and Communities First, Families First, Flying Start and other community based schemes and services.
* Develop a strategic approach to planning and commissioning its services and also to better hear the client voice.
* Establishing appropriate but effective relationships as well as a set of core values is a must.
* The new SP Guidance at each chapter stage so that all sectors ensure they can agree a way forward e.g. in commissioning to ensure the guidance complies with local authorities financial regulations. By agreeing the guidance at each stage it will ensure that the RCC just has to monitor compliance and have time to develop properly. (mentioned in two responses)

1. **Any other reflections or comments:**

* The Regional Development Coordinator is an essential role to the RCC and Sarah’s work and contribution has been central to the success of the RCC and its development.
* The role of the RCC’s, has in large part, developed as that of a series of ‘scrutiny committees’ on the work of SP teams. This is a long way from the desired goal of ‘co-produced’ plans and approaches.
* That balance of power issue needs to be continually addressed as the RCC’s develop from their embryonic state.