Cardiff Partnership Engagement Strategy
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Background

In 2010 four statutory documents were integrated into a single plan called ‘What Matters’. In doing so, partners in Cardiff all resolved to coordinate their work around seven shared outcomes that represented what we wanted to achieve for the city. The What Matters Strategic Outcomes are noted below:

- People in Cardiff are healthy
- People in Cardiff have a clean, attractive and sustainable environment
- People in Cardiff are safe and feel safe
- Cardiff has a thriving and prosperous economy
- People in Cardiff achieve their full potential
- Cardiff is a great place to live, work and play
- Cardiff is a fair, just and inclusive society

The Cardiff model of collaborative working has become an example of best practice in Wales. The approach acted as a precursor to the “Shared Purpose, Shared Delivery” document and associated statutory guidance which compelled all local authorities in Wales to rationalise strategic plans and partnerships.

‘The Welsh Government has identified the outcomes Wales should work towards and the priority areas for action in the Programme for Government. It is clear that most high level outcomes in Programme for Government can only be achieved by multi-agency working. These should be reflected in single integrated plans.’

*Shared Purpose, Shared Delivery (Welsh Government 2012)*

The overarching purpose of the Cardiff Partnership is to better coordinate the expertise found within public, private and voluntary sectors to improve services and reduce cost. Whilst many aspects of the partnership have developed effectively, there are some areas which require consideration, such as improving communication and engagement within the partnership.

Our Partnership now has eight programme boards focusing on city-wide issues and an additional programme board focusing on neighbourhood partnership issues. It is important to ensure that these programmes do not work in silos and that cross-cutting issues are responded to in a co-ordinated manner.

The Cardiff Partnership Engagement Strategy therefore puts forward a series of actions to support further partner engagement and information dissemination. Our objective is to ensure that all partners are well informed about the roles, functions, activities and achievements across the partnership and that we facilitate further collaboration.

We will achieve this by designing a communication structure that builds on existing good practice and further enables partners to share ideas and jointly work together to solve the issues facing the city.
Improving Communication and Engagement

The ‘What Matters’ Annual Review highlighted some of the excellent work currently being achieved. Innovative and creative solutions are being developed to address some of the key priorities that affect both Cardiff and its citizens. It showcased how partners - across service areas and organisational boundaries - were responding to both emerging and long standing issues.

The Cardiff Partnership utilises many different methods of communication and engagement including:

- The Cardiff Partnership and Ask Cardiff websites
- A significant number of publicised documents including: meeting papers and minutes, highlight reports, business intelligence reports, consultation responses, the What Matters Strategy and annual review and information about programmes and workstreams
- Symposium events addressing the key issues that face the city
- Local engagement through Communities First and Neighbourhood Partnerships

Whilst extensive communication and engagement activity currently take places it is felt that there is an opportunity to build on this and develop our approach to communication and engagement further.

In May 2013, partners attended a Development Session which sought to explore ways in which partnership working could be strengthened. The workshop was attended by members of the Leadership Group, the Cardiff Partnership Board and Operational Leads from the Programme Boards.

During this session, a number of issues were identified:

- **Information Sharing**: While information sharing takes place across the partnership, this is often based around sharing documents on the Partnership website, and there is a need to devise a more co-ordinated and diverse approach to information sharing. Resolving this would highlight where cross cutting themes are being addressed.
- **Celebrating Success** – Partnership success is celebrated in the annual review of What Matters, via symposium events and individually by partners, however, this is often too technical in nature and there is a need to celebrate success in different formats.
- **Encouraging Joint Working across Programme Boards & Focusing on a Collaborative Approach to Priority Issues**: The Cardiff Partnership Board and Cardiff Partnership Leadership Group play a key role in encouraging joint working across the partnership. It is felt that this can be built upon by focusing on key priority issues and ensuring collaboration around at all levels of the partnership.
- **Linking Neighbourhood Partnerships & City Wide Issues** – City wide issues are based on business intelligence and are shaped around strategic priorities, whereas Neighbourhood Partnerships highlight local issues. The Cardiff Partnership Board makes many of the links between neighbourhood and city wide issues, along with the Neighbourhood Partnership Programme Board, but there is an opportunity to enhance these links further.
Addressing the Issues

1. Information Sharing

The development of the programmes and workstreams has led to a raft of excellent activity being undertaken, but this work is only being communicated through certain channels. The Cardiff Partnership website is updated following each Cardiff Partnership Board and Cardiff Partnership Leadership Group meeting and enables highlight reports to be accessed. However, the content of these reports can be quite technical modes of communicating localised work and are often closely linked with our reporting mechanisms and do not therefore give a clear snapshot of the work being undertaken across the city. The following are currently shared via the Partnership or Ask Cardiff websites:

- Minutes of CPB and CPLG meetings
- Highlight reports
- Business Intelligence reports
- Annual Review of What Matters strategy
- Information about the Cardiff Partnership, programmes and workstream activities

The response to consultation on our Neighbourhood White Paper “Building Communities: A New Approach to Neighbourhood Working” identified that there is limited dissemination of information at a neighbourhood partnership level and this needs to be addressed alongside improving information sharing more generally across the partnership.

How can we respond...?

The main audience for the Cardiff Partnership communications is its partners and stakeholders, but it is important that partnership working across the city is communicated to residents too. This is predominantly cascaded through the Cardiff Partnership website.

Renewal of the Cardiff Partnership and Ask Cardiff Websites

The Cardiff Partnership and Ask Cardiff websites are currently undergoing a renewal. This will play a key role in aligning information from across the Partnership together. The websites currently host information on the work that is jointly undertaken and how partnership working is developing projects and addressing the city’s priorities. Going forward, we would like to develop this into a two-fold information service. Firstly a section for the public to find out more about the work of the Cardiff Partnership and secondly a section for partners to access information for meetings and governance arrangements and share key documents.

Sharing Policy News

Policy Briefing papers will be made available every 2-months which will combine a range of local and national policy updates. Up to date policy news will be updated on a weekly basis highlighting any developments within Welsh Government and published on the Partnership website. Any consultations that may be relevant to our Partnership will also be made available within the policy section of the website, including any responses we may have submitted. In addition, the website will also continue to store all of the CPB and CPLG meeting papers. This will be further complemented by sharing consultation responses from partner agencies where available.

Directory of Services

A key recommendation of the Neighbourhood White Paper was to introduce a directory of services detailing which services are available and in which areas. This will be publicised on our website and should help improve awareness of services across the partnership and encourage joint working and information sharing.
Addressing the Issues

2. Celebrating Successes

The What Matters Annual Review noted many of the success stories across the city but this is in a technical document alongside performance management measures. The collective method of periodically collating and disseminating the many successes within the partnership should be developed so that we can share success stories more regularly and in a non-technical format for dissemination across the partnership and with local residents.

How can we respond...?

A Partnership Newsletter
The Partnership Secretariat will produce a quarterly e-newsletter that will highlight many of the good news stories from across the partnership. The newsletter will be arranged to feature how each of the seven outcomes are being effectively achieved for the citizens of Cardiff and what benefits have been realised and disseminated to our partners.

Communication and Engagement Working Group
Developing a working group to ensure messages are co-ordinated would allow partners to agree key messages, cover issues connected to branding and allow for the pooling of resources. Engaging with both operational and strategic leads will help to prevent duplication and co-ordinate the cascading of key information. In addition, by working with colleagues from partner agencies officers will learn about dissemination of information across the partnership and will have the opportunity to collate information and publicise it more widely.

Thematic Workshops
Celebrating success is important and will form part of the thematic workshops that we will host throughout the year and which will consider our approach to many of the cross cutting themes and our partnership priorities. The use of thematic workshops will build on the symposium events we currently organise and will be further elaborated on in the sections below.
3. Making the Connections Between Programme Boards

The development of Cardiff’s Single Integrated Plan in 2010 has led to the co-ordination of resources around the seven shared outcomes that matter the most to the people of Cardiff. Although a considerable amount of good work is happening within the programme boards and workstreams, this could be further strengthened if partnership working was promoted.

Moreover, there is a need to ensure a co-ordinated response to cross cutting issues, such as poverty, that cut across all programmes, workstreams and neighbourhood partnership areas.

How can we respond...?

Thematic workshops
The Partnership currently holds annual symposium events on many of the key issues that face the city. These have been successful in both raising awareness and tackling these issues. For example, at the 2013 Children and Young People Symposium event, affordable transport emerged as a key priority for attendees and as a result the partnership was able to work in conjunction with Cardiff Bus to offer a reduced fare for 16-18 year olds.

We propose to build on the success of our symposium events by holding thematic workshops for partners and stakeholders that will act as platforms to showcase the work that is being achieved and to develop solutions to key priority and emerging issues. These workshops will be held around a number of themes, such as the NEET agenda and poverty, and will have a greater focus on problem solving. The aim will be for each workshop to develop an approach to an issue or priority that will then be rolled out across the city as appropriate. Workshops will also act as a networking opportunity for partners to develop further connections whilst bringing different expertise from across the programme boards and wider partnership to bear on cross cutting themes.

This is relevant because there are a number of cross cutting themes that are being addressed by several programme boards and workstreams. A coherent view of how this is being achieved and who the strategic and operational leads are will reduce duplication and enable a coordinated approach to tackling these issues.

Using case studies from other successful partnership boards and on how others have addressed key issues, such as poverty, could help demonstrate how outcomes can be collectively achieved.

Therefore, the workshops will be a forum to share ideas, best practice and to bring together relatable organisations, Lead Managers and other key partners to problem solve and consider cross programme board working. It is hoped that the connections made at the workshops will lead to further joint working on a range of issues.

Cardiff Partnership Leadership Group Annual Priority Letter
It is proposed that the Chair of the Cardiff Partnership Leadership Group will produce an annual letter which will focus on the priority areas and emerging issues that the partnership needs to tackle. These will be specifically linked to the strategic leads and their roles within the partnership. The annual letter will place a responsibility on the partnership to showcase how they are meeting both ‘What Matters’ outcomes and tackling these priority issues. This will be cascaded through the partnership, published on the Partnership website and fed into the annual review of What Matters.

In addition, the issues identified as priorities can provide the focus of planned thematic workshops, held periodically, which will bring together relevant partners and external organisations.
4. Linking Neighbourhood Partnerships & City Wide Issues

The city-wide priorities for Cardiff are set out by the Cardiff Partnership Leadership Group (CPLG). The Cardiff Partnership Board and the Neighbourhood Partnership Programme Board ensure that the links are made between neighbourhood and city wide issues and that there is a co-ordinated approach to tackling issues across the partnership. There is an opportunity to ensure that all the useful data that is captured across the partnership is not only used to identify and address emerging issues in a timely and coherent manner as is done now, but also promoted across the programme boards.

By ensuring this information is widely shared we can be satisfied that, not only are all partners aware of the issues, but that we promote opportunities for joined up delivery.

How can we respond...?

Quarterly Data Analysis to Identify Emerging Issues
While there is a wide range of high quality data available across the partnership, and much of it is available on the Ask Cardiff website, there is a need to better promote this data. To do this it is recommended that we collate all available data and make sure that the key messages are shared with partners. By analysing data and pinpointing emerging issues and trends we will able to improve our ability to identify and tackle issues. This will form a report that can be shared across the partnership and could lead to the introduction of new workstreams or cross-programme task groups to deal with specific issues in a timely and co-ordinated fashion.

The current reporting system pinpoints where milestones are being achieved within neighbourhoods. The alignment of the Neighbourhood Partnership structure is such that some issues are specific to certain areas and not necessarily city-wide. By turning data into intelligence we will be able to identify and react to emerging issues, have a holistic view of how we approach cross-cutting themes and feed into thematic workshops to develop a co-ordinated approach to tackling these issues across the partnership. Whilst a lot of work is ongoing in this area there is an opportunity to share the intelligence more widely through the channels identified in this Strategy.

This information will be made available on the Ask Cardiff website.
Addressing cross cutting themes

An illustration of how we could map cross cutting themes across the programme boards and neighbourhood partnership areas.

- **Urban Environment**
- **Thriving & Prosperous**
- **Healthy Living**
- **Families & Young People**
- **Cardiff East**

**NEET’s**
- Tackling Educational Issues
- Creating employment opportunities

**Poverty**
- Low birth weight babies
- Fuel poverty

**Unemployment (U/E)**
- Lack of skills
- Inaccessible transport links

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Cardiff Partnership Board (Strategic management)
Cardiff Partnership Leadership Group (Strategic vision)
## Appendix 1 – Partnership Engagement Strategy Action Plan

<table>
<thead>
<tr>
<th>Theme</th>
<th>Action</th>
<th>Task</th>
<th>Target Date</th>
<th>Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Sharing</td>
<td>Circulation of CPB and CPLG meeting papers</td>
<td>CPB/CPLG/Scrutiny panel papers uploaded onto Partnership website</td>
<td>Papers to be uploaded within 72 hours of CPB/CPLG onto Partnership website</td>
<td>Partnership Secretariat</td>
</tr>
<tr>
<td></td>
<td>Highlight and Business Intelligence Reports</td>
<td>Make reports available online demonstrating the work that is being achieved within different neighbourhoods across the city.</td>
<td>Reports are submitted and made available quarterly on Partnership website</td>
<td>Partnership Secretariat</td>
</tr>
<tr>
<td></td>
<td>Annual Review of ‘What Matters’</td>
<td>The Annual Review will be undertaken to highlight areas of improvement and showcase areas of success</td>
<td>May 2014</td>
<td>Partnership Secretariat</td>
</tr>
<tr>
<td></td>
<td>Refresh of the Cardiff Partnership and Ask Cardiff websites</td>
<td>Refresh of websites to ensure that information from across the Partnership is aligned and plays a key role in demonstrating what work is being jointly undertaken</td>
<td>This will be ongoing but will be completed by June 2014</td>
<td>Partnership Secretariat</td>
</tr>
<tr>
<td></td>
<td>Sharing Policy news</td>
<td>Produce and distribute via email and the Partnership Website a policy briefing that will combine local and national policy updates. In addition, regularly share news on Welsh Government consultations and partnership consultation responses on the Partnership website.</td>
<td>Bi-monthly</td>
<td>Partnership Secretariat</td>
</tr>
<tr>
<td></td>
<td>Directory of Services</td>
<td>Develop a comprehensive directory of services which highlight a range of services broken down into area and service type.</td>
<td>January 2014</td>
<td>Partnership Secretariat</td>
</tr>
<tr>
<td>Celebrating Success</td>
<td>Thematic Workshops</td>
<td>Period workshops to engage with stakeholders around specific themes and develop partnership approaches</td>
<td>Annually</td>
<td>Partnership Secretariat</td>
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<td></td>
<td>Partnership Newsletter</td>
<td>A partnership newsletter will collate a range of stories that demonstrate how the seven outcomes are being achieved for the citizens of Cardiff.</td>
<td>Quarterly</td>
<td>Partnership Secretariat</td>
</tr>
<tr>
<td></td>
<td>Communication and Engagement Working Group</td>
<td>Representation from partners to ensure that resources are pooled effectively, thematic messages are delivered coherently and issues relating to branding are conveyed collaboratively</td>
<td>This will be set up as a bi-monthly meeting from January 2014</td>
<td>Partnership Secretariat</td>
</tr>
<tr>
<td>Making the Connections Between Programme Boards</td>
<td>Thematic Workshops</td>
<td>Thematic workshops will be held around some of the cross-cutting issues and partnership priorities</td>
<td>Annually</td>
<td>Partnership Secretariat &amp; Stakeholders</td>
</tr>
<tr>
<td></td>
<td>Cardiff Partnership Leadership Group Annual Priority letter</td>
<td>A proposal to produce an annual letter to focus on the priority areas that the Partnership need to prioritise.</td>
<td>Annually - April 2014</td>
<td>Chair of Cardiff Partnership Leadership group</td>
</tr>
<tr>
<td>Linking Neighbourhood Partnerships and City Wide Issues</td>
<td>Quarterly Data Analysis to Identify Emerging Issues</td>
<td>Data will be analysed on a quarterly basis to enhance links between neighbourhood and city-wide issues and to identify emerging issues.</td>
<td>Quarterly</td>
<td>Partnership Secretariat</td>
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</tbody>
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