‘Co-operation for Change’ Public Services Summit

Overview

Financial Challenges

City of Cardiff Council
- Council facing a £124m shortfall over next 3 years
- Over last 5 years, there has been a reduction of 1,416 FTE – 43% of these were in 2014/15
- If all of Sport, Leisure & Culture and Libraries were removed, these savings would not be enough to meet the shortfall

Cardiff & Vale UHB
- £56.7m savings delivered in 2013/14 with a workforce reduction of 376 WTE
- Savings required equate to £49m per annum
- 224 WTE proposed reductions during 2014/15

SWP
- £94m savings identified 2010/11 - 2017/18
- Police Officers reduced from 3,400 – 2,800
- Community Safety Officers reduced by 100 this year

Third Sector
- Some organisations have gone into administration
- Greater competition for charitable funds

Service Challenges

City of Cardiff Council – Growing population (fastest growing UK city); Increasing demands for social care; urgent need for improved outcomes for education and social care

Cardiff & Vale UHB – Growing population; demand outstripping capacity; Medical Equipment/IT/Estate in need of upgrade; Focus on quality & safety of patient care.

SWP – Pressures around violent crime including domestic violence; New forms of crime – “cyber crime”; improving services to Victims of Crime; Falling Officer numbers

Third Sector – increased client numbers due to pressures in economy and reduction in services

Responding to the Challenges

City of Cardiff Council – Organisational Development Programme
Cardiff & Vale UHB – Caring for People, Keeping People Well
SWP – Reduced Spend / Increased Efficiency / Reform / Collaboration and Increased Income
Third Sector – Co-producing solutions

Priorities for Co-operation for Change

Assets & Infrastructure

Priorities:
- Multi-agency Asset Management Plan – knowledge of what we own and shared vision of what we need
- Increased focus on joint estates
- Assessing need – who needs what, where and delivered by who?
- Third sector hub to share back office functions
- Co-ordinated approach to public sector infrastructure required to support Local Development Plan
- Maximising opportunities for delivering care through technology enabled approaches
- Information Sharing & Analysis

**Making it happen:**
- Re-establish multi-agency asset group and develop time lined action plan – with senior level leadership
- Agree common areas – buildings / IT
- Communication strategy about high costs of maintaining property often taking resources away from service delivery
- Simple and transparent cost sharing
- Partnership approach to discussions with WG on funding implications of LDP and population growth
- Commitment to sharing opportunities offered by Community Infrastructure Levy across public services
- Myth – busting information sharing guidance to encourage increased info sharing
- Co-production

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**Strategic Commissioning**

**Priorities:**
- Commissioning against categories – children & young people, older people etc
- Joint commissioning of integrated service models across health, social care and third sector
- Shared needs assessment / Evidence based approach
- Clarity over long-term outcomes for citizens
- Focussed delivery of Intermediate Care Fund
- Ability to share information legally and securely
- Recognise role of grants as well as contracts

**Making it happen:**
- Focus on most “expensive” families
- Timeline for future contract renewals across partners for joint commissioning opportunities
- Pooling research/analyst expertise across partners
- Learn lessons of good practice – substance misuse / families first commissioning
- More joined-up approach to LA/UHB commissioning with third sector
- Leadership – not just focusing on short-term
- Tools to deliver across organisational boundaries – joint commissioning / shared budgets
- Understand capability and capacity of each partner

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**Engagement & Improvement**

**Priorities:**
- Co-production
- Accelerated improvement of targeted underperforming services (X2)
- Needs Assessment / Have a genuine understanding of what matters to citizens to inform commissioning
- Tackling inequality gap – tobacco / obesity / access to services
- Honest conversations about re-shaping service delivery
• Joint engagement and consultation to avoid fatigue
• Benchmarking /looking at good practice elsewhere

Making it happen:
• Utilise Neighbourhood Partnerships to develop co-production of services
• Prioritisation of services reviews on a holistic basis
• Be serious about preventative care
• Increase health and wellbeing in schools
• Increase opportunities for work experience, apprenticeships, employment
• Collective partnership debate with the public
• Leadership – bravery to focus on what matters and ruthlessly prioritise
• Genuine engagement rather than just communication
• Service and risk mapping
• Third sector event

Customer and Community Focus

Priorities:
• Cardiff Debate
• Customer Relationship Management
• Strengthen locality/neighbourhood working to be more responsive to local need
• Develop co-production approach to community based care
• Improving service standards and which transcend organisational boundaries
• Building strong communities which can “own” local services and facilities
• Joined up engagement and consultation
• Community needs assessment

Making it happen:
• Multi-agency engagement using Cardiff Debate
• Shared customer databases to inform decision making
• Joint training of Neighbourhood Partnership Lead Directors and UHB Clinical Board Sponsors
• ? Consider aligning UHB Independent Members to Neighbourhood Partnership Strategic Groups
• Capacity building in communities
• Understanding what a good service looks like
• Engaged and motivated staff
• Service and risk mapping
• Detailed client / geographical dialogue with third sector and service users/community

Other Priorities
• Huge economic challenges but need to work collaboratively
• Preventative and Remedial action needs to be undertaken based on evidence
• Poor health, education and lack of jobs will worsen impact – creating economic growth is key
• The What Matters outcomes are still relevant and must underpin future shape of public services in Cardiff
• Cuts in youth services may have major impact on the demands of policing
• Need to understand impact of cuts on workforce – can’t be done in silos
• Need to know partners strengths and capabilities
• Community providers need to develop greater sense of place