

Cardiff Partnership Position Statement

Background

1. The current Local Service Board arrangements were established in 2007 and were further developed in 2011 following the decision to integrate the previous separate partnership arrangements of the Community Safety, Children & Young People; Health Alliance and Community Planning partnerships under one governance framework.
2. In 2013, work was undertaken with partners across both Cardiff and the Vale of Glamorgan following support from the Regional Collaboration Fund and this resulted in a new Cardiff & Vale of Glamorgan LSB becoming established in June 2014.
3. In light of the challenging financial climate which public services are currently experiencing and the urgent need to identify greater opportunities for collaborative working, it is timely to review the current position of the Cardiff Partnership and confirm the priorities of partners and resources available to support delivery.

What Matters Strategy 2010-2020 and Policy Context

4. The Cardiff What Matters Strategy was published in 2010 as the city's Single Integrated Plan. This followed an extensive engagement process with stakeholders and the agreement of seven shared outcomes by all partners:
 - 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.
5. Delivery against the outcomes of the What Matters Strategy has been progressed by the city's 8 thematic Programme Boards and through the six Neighbourhood Partnership mechanisms (see **Appendix 1**). A number of key achievements have delivered across the Programmes which are summarised in the [What Matters Annual Report 2013/14](#).
6. However, given the changing policy context (including the Williams Commission and regional collaboration, Welfare Reform and Poverty, Prudent Health Care, Introduction of the Police & Crime Commissioner, Violence against Women & Girls Bill, Neighbourhood Partnerships etc) and the economic challenges facing public services, there is a requirement to undertake a review of the Partnership's priorities and resources to enable a renewed focus on a reduced number of activities.

7. In addition, the Welsh Government's Future Generation Bill (FGB) will place a duty on public bodies to improve the economic, social and environmental well-being of Wales in accordance with the sustainable development principles. The Bill sets out 6 well-being goals against which all public bodies must set and publish well-being objectives that are designed to maximise its contribution to the achievement of these well-being goals which are:

1. A prosperous Wales
2. A resilient Wales
3. A healthier Wales
4. A more equal Wales
5. A Wales of cohesive communities
6. A Wales of vibrant culture and thriving Welsh language

Action: It is proposed that a re-fresh of What Matters is undertaken by end of March 2015 to update the Strategy to reflect the developments and changing position since 2010. This refresh will incorporate an updated needs assessment and the new policy drivers and will also align the Strategy with the requirements of the FGB and six wellbeing goals.

Action: A new re-focussed Delivery Plan needs to be developed by end of March 2015 which incorporates a reduced number of priorities deriving from the current priorities of the CPB's existing Work Programmes, the Public Services Summit actions and the Cardiff & Vale LSB.

Work Programmes and Resources

8. The existing work programmes were established on the basis of identified priorities which emerged as a result of the strategic needs assessment and statutory responsibilities. To date the Programmes have not been consistent in the way that they have been managed and as a result some of the Programmes have been more successful than others in establishing clear priorities plans and delivering against the What Matters outcomes.
9. One of the issues which has emerged regarding the successful delivery of the Programmes has been regarding the prioritisation of resources available to support delivery. This has been in relation to ensuring effective senior leadership of the agenda to enable buy-in across the corporate partner organisations and in terms of project/administrative support to progress the agenda.
10. There have been some moves to broaden the responsibility for partnership working across organisations (e.g. lead Directors allocated to Neighbourhood Partnerships) but this has been limited in its success and the roles are often seen as an addition to the day job.

Action: A review of Programme Management arrangements needs to be undertaken to identify what has worked well/not so well and what partner resources are allocated to supporting delivery to ensure responsibilities are shared. A meeting is scheduled for 14th November 2014, to be chaired by the Chair of the CPB.

11. As part of the review of Programme arrangements, the CPB will need to reflect on whether the established Programmes are still the required priorities for the Board to focus its attention. At the Public Service Summit on 27th June 2014, a number of additional areas for collaboration were agreed which could form the new work programme of the CPB / Cardiff & Vale LSB. Further information is provided in Appendix 2 but the key priority areas agreed were:

- Assets and Infrastructure
- Strategic Commissioning
- Engagement and Improvement
- Customer and Community Focus

12. A CPB Heads of Finance meeting took place on 3rd October which focussed on the shared financial challenges across the partners. The 4 priorities above were also discussed and there was agreement from a financial perspective that these areas form the necessary work programme to progress collaborative activity and there was commitment to identify a financial lead from the key partners to take responsibility for each of the workstreams and feedback to each other. It was also recognised that for these workstreams to succeed that there also needed to be the following elements in place:

- Strong visible leadership need to be demonstrated by the CPB that these are the priority workstreams – and that this is regularly communicated back in the corporate organisations via senior management teams / wider staff groups
- Lead Officers to be given responsibility for each of the agreed workstreams and that they are held account by the CPB for ‘making things happen’ and feeding back progress. This should also include Neighbourhood working.
- Project and administrative support needs to be provided to the workstreams from across the partners and this should be of sufficient capacity to ensure that activity is delivered
- Performance/progress reports needs to be fed into Corporate reporting mechanisms to ensure that there is visibility and momentum
- A Finance representative from partners should be allocated to each of the workstreams
- Opportunities for joint delivery with the Vale of Glamorgan should be considered and incorporated into the Cardiff & Vale LSB Work Programme

Cardiff Partnership Board's Priority Workstreams and Lead Officers

Programme		Workstream		Workstream Activities		
ID: FYP	Families and Young People <i>Tony Young, Director, Children's Services (CC)</i>	ID: FYP.VF	Early Childhood <i>Nick Batchelar, Director Education and Lifelong Learning (CC)</i>	ID:FYP.EYI.1	<ul style="list-style-type: none"> Undertake preventative actions to improve child outcomes <i>Avril Hooper, OM- Flying Start (CC)</i>	
			Vulnerable Families <i>Tony Young, Director Children's Services (CC)</i>	ID:FYP.VF.1	<ul style="list-style-type: none"> Early Intervention and Prevention (including Families First and Integrated Family Support Services) <i>Angela Bourge, OM- Resources, Children's Services (CC)</i>	
				ID:FYP.VF.2	<ul style="list-style-type: none"> Address issues affecting disabled children and young people <i>Rose Whittle, Divisional Lead Therapist, Children and Women Services (Cardiff & Vale University Health Board)</i>	
				ID:FYP.VF.3	<ul style="list-style-type: none"> Safeguarding <i>Alison Davies - OM, Safeguarding (CC)</i>	
				ID:FYP.VF.4	<ul style="list-style-type: none"> Tackling Poverty <i>Paul Warren, Director of Policy & Planning, Diverse Cymru</i>	
ID: ED	Education Development <i>Nick Batchelar, Director Education and Lifelong Learning (CC)</i>	ID: ED.EI	Education <i>Nick Batchelar, Director Education and Lifelong Learning (CC)</i>	ID: ED.EI.1	<ul style="list-style-type: none"> Improve attendance, behaviour and attainment of young people in school <i>Stuart Powell - Head of School Improvement (CC)</i>	
			ID: ED.EP	Engagement and progression <i>Sarah McGill, Director Communities, Housing & Customer Services (CC)</i>	ID: ED.EP.1	<ul style="list-style-type: none"> Reduce the number of young people who are not in education, employment or training <i>Simon Morris, OM- Youth Service (CC)</i>
					ID: ED.EP.2	<ul style="list-style-type: none"> HE/FE and Adult Community Learning <i>Nicola Campbell, Cardiff and Vale Community Learning Partnership Co-ordinator</i>
ID: SCC	Safer and Cohesive Communities <i>Sarah McGill, Director Communities, Housing & Customer Services (CC)</i>	ID: SCC.SSC	Safety and Safeguarding Communities <i>Danny Richards, Superintendent South Wales Police</i>	ID: SCC.SSC.1	<ul style="list-style-type: none"> Reduce domestic and sexual violence <i>Morgan Fackrell, Chief Executive- Cardiff Women's Aid</i>	
				ID: SCC.SSC.2	<ul style="list-style-type: none"> Improve offender management/ Reduce first time entrants to the youth justice system <i>Ingrid Masemeyer, OM- Youth Offending Team (CC)</i>	
				ID: SCC.SSC.3	<ul style="list-style-type: none"> Develop a vibrant and safe night time economy <i>Mike Parfitt, City Centre and Bay Night time Coordinator, (CC)</i>	
				ID: SCC.SSC.4	<ul style="list-style-type: none"> Addressing exploitation <ul style="list-style-type: none"> - Human Trafficking - Street Sex Work <i>Nici Evans, Partnership Development Manager, Cardiff & Vale UHB</i>	

Programme		Workstream		Workstream Activities	
				ID:SCC.SSC.5	<ul style="list-style-type: none"> Reduce anti-social behaviour <i>Ellen Curtis, Tenant & Leasehold Service Manager (CC)</i>
		ID: SCC.CC	Community Cohesion <i>Martin Hamilton, Assistant Director Sport, Leisure, Culture (CC)</i>	ID: SCC.CC.1	<ul style="list-style-type: none"> Deliver the outcomes sought by the CONTEST strategy <ul style="list-style-type: none"> Prevent : Carl Davies, Prevent Co-ordinator (CC) Pursue: Superintendent Danny Richards, (SWP) Prepare: Gavin Macho, Principal Emergency Manager (CC) Protect: Gavin Macho, Principal Emergency Manager (CC)
				ID: SCC.CC.2	<ul style="list-style-type: none"> Mainstreaming, Managing and Promoting Community Cohesion: <ul style="list-style-type: none"> Mainstreaming cohesion Managing and monitoring tensions Helping our communities feel safer <i>Chief Inspector Jeff Burton - Communities/Partnerships (SWP)</i>
				ID: SCC.CC.3	<ul style="list-style-type: none"> Supporting Inclusion and citizen involvement: <i>Martin Innes, Director- Universities Police Science Institute (Cardiff University)</i>
ID: OP	Older People <i>Fiona Jenkins, Executive Director of Therapies and Health Science (C&V UHB)</i>	ID: OP.OPS	Older People Services <i>Sian Walker, Director of Health & Social Care (CC)</i>	ID: OP.OPS.1	<ul style="list-style-type: none"> Support the Frail Elderly <i>Vicky Warner, Divisional Nurse, Primary, Community & Immediate Care, Cardiff & Vale UHB</i>
ID: EMH	Emotional, Mental Health and Well Being <i>Director of Primary, Community & Mental Health (C&V UHB), Sharon Hopkins on Interim Basis</i>	ID: EMH.EMH	Emotional and Mental Health <i>Ian Wile, Divisional Manager Adult Mental Health (C&V UHB)</i>	ID: EMH.EMH.1	<ul style="list-style-type: none"> Adult Mental Health <i>Sian Walker, Director of Health & Social Care (CC)</i>
				ID: EMH.EMH.2	<ul style="list-style-type: none"> Children & Young People <i>Cath Norton, Clinical Director, Child Health (C&V UHB)</i>
ID: HL	Healthy Living <i>Sharon Hopkins Executive Director of Public Health (C&V UHB)</i>	ID: HL.SM	Substance Misuse <i>Conrad Eydmann, Cardiff & Vale APB Manager</i>	ID: HL.SM.1	<ul style="list-style-type: none"> Reduce damaging alcohol consumption <i>Conrad Eydmann, Cardiff & Vale APB Manager</i>
				ID: HL.SM.2	<ul style="list-style-type: none"> Reduce smoking <i>Trina Nealon, Principal Health Promotion Specialist (C&V UHB)</i>
		ID: HL.HLS	Healthy Lifestyles <i>Sue Toner, Principal Health Promotion Specialist</i>	ID: HL.HLS.1	<ul style="list-style-type: none"> Increase physical activity <i>Martin Hamilton, Assistant Director, Sport Leisure & Culture</i>
				ID: HL.HLS.2	<ul style="list-style-type: none"> Promote nutrition and healthy eating <i>Katie Palmer, Sustainable Food Cities Co-ordinator</i>
ID: TPE	Thriving & Prosperous Economy <i>George Boyne,</i>	ID: TPE.SE	Sustainable Employment <i>Neil Hanratty,</i>	ID: TPE.SE.1	<ul style="list-style-type: none"> Promote entrepreneurship and innovation <i>Rob Jackson, Enterprise Officer, Cardiff Innovation Centre</i>
				ID: TPE.SE.2	<ul style="list-style-type: none"> Promote the development of key economic sectors

Programme		Workstream		Workstream Activities	
	<i>Dean of Business School, Cardiff University</i>		<i>Director, Economic Development (CC)</i>		<i>Ken Poole, OM, Economy & Major Projects (CC)</i>
		ID: TPE.SE.3		<ul style="list-style-type: none"> Improve local competitiveness by developing workforce skills <i>Ken Poole, OM, Economy & Major Projects (CC)</i>	
		ID: TPE.SE.4		<ul style="list-style-type: none"> Development of City Business Infrastructure <i>Kevin Doyle, OM, Regeneration Programmes (CC)</i>	
ID: UE	Urban Environment <i>John Harrison, Environment Manager, Natural Resource Wales</i>	ID: UE.OPC	One Planet Cardiff	ID: UE.OPC.1	<ul style="list-style-type: none"> Energy <i>Jane Forshaw & Tara King, Director and Assistant Director of Environment (CC)</i>
				ID: UE.OPC.2	<ul style="list-style-type: none"> Transport <i>Paul Carter, OM, Transport Policy & Development (CC)</i>
				ID: UE.OPC.3	<ul style="list-style-type: none"> Water <i>John Harrison, Environment Manager, Natural Resource Wales</i>
				ID: UE.OPC.4	<ul style="list-style-type: none"> Waste <i>Tara King, Assistant Director of Environment (CC)</i>

Neighbourhood Partnership Programme

ID: NP	Neighbourhood Partnership <i>Sarah McGill, Director Communities, Housing & Customer Services (CC)</i> (s.mcgill@cardiff.gov.uk)	ID: NP.CS	Cardiff City and South <i>Joint Chairs:</i> - Vacant - Anne Wei , Strategic Partnership and Planning Manager, Cardiff & Vale UHB (Anne.Wei@wales.nhs.uk)	<i>Neighbourhood Partnership Officer, Mark Davies</i> (Mark.Davies2@cardiff.gov.uk)
		ID: NP.SE	Cardiff South East <i>Joint Chairs:</i> - Martin Birch , Operational Manager – Bereavement & Registration Services (CC) (mbirch@cardiff.gov.uk) - Nici Evans , Partnership Development Manager, Cardiff & Vale UHB (Nici.Evans@Cardiff.gov.uk)	<i>Neighbourhood Partnership Officer, Nicola Feneck</i> (NFeneck@cardiff.gov.uk)
		ID: NP.E	Cardiff East <i>Joint Chairs:</i> - Don Davidson , Group Leader, Regeneration Programmes (CC) (d.davidson@cardiff.gov.uk) - Chris Walton , Housing Manager, Wales & West Housing Association (chris.walton@wwha.co.uk)	<i>Neighbourhood Partnership Officer, Eleanor Henley</i> (EHenley@cardiff.gov.uk)
		ID: NP.N	Cardiff North <i>Joint Chairs:</i> - Tracey Thomas , OM- People Services (CC) (TThomas@cardiff.gov.uk) - Lynne Topham , Locality Manager, Cardiff & Vale UHB (lynne.topham@wales.nhs.uk)	<i>Neighbourhood Partnership Officer, Claire Green</i> (Claire.Green@cardiff.gov.uk)
		ID: NP.W	Cardiff West <i>Joint Chairs:</i> - Jane Cherrington , Operational Manager – Strategy & Enforcement (CC) (jcherrington@cardiff.gov.uk) - Inspector Paul Arkontopoulos , South Wales Police (paul.arkontopoulos@south-wales.pnn.police.uk)	<i>Neighbourhood Partnership Officer, Carolyn Veal-Shaw</i> (CVeal-Shaw@cardiff.gov.uk)
		ID: NP.SW	Cardiff South West <i>Joint Chairs:</i> - Will Lane , Operational Manager – Environment (CC) (w.lane@cardiff.gov.uk) - John Hallett , Cluster Manager, Communities First (johnh@elycaerau.com)	<i>Neighbourhood Partnership Officer, Alex Gray</i> (AGray@cardiff.gov.uk)

Public Service Summit 27th June 2014 – Agreed Areas for Collaboration

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

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

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