DELIVERING SHARED OUTCOMES

CARDIFF PARTNERSHIP EVENT

March 2014
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1. **Background**

The Cardiff Partnership was established in 2010 following the integration of four statutory plans into one single integrated plan. This innovative approach was intended to align partners and agencies from across the city to coordinate their resources around the main issues that affected people in Cardiff. The plan was called the ‘What Matters’ strategy and its overarching purpose is to deliver against 7 shared outcomes, by better coordinating expertise and resources from across the private, public and third sector. Partners in Cardiff all resolved to coordinate their work around these seven shared outcomes that represent what we all wanted to achieve for the city:

- 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

Since its inception, the Cardiff Partnership has made good progress in strengthening its relationship with partners and developing programmes and workstreams that are delivering real change across the city. This annual event offered an opportunity to celebrate these successes, and the progress made, but also to acknowledge that further improvement is needed. Whilst many aspects of the partnership have developed effectively, there are some areas which require consideration, such as improving information sharing and raising awareness of the partnership.

The public and third sector continues to face unprecedented and well-publicised financial challenges, alongside a number of other pressures, including; planning for the significant projected growth in Cardiff’s population and the impact of welfare reform.

It is important to also consider the wider policy landscape. The recommendations in the report of the Commission on Public Service Governance and Delivery, such as proposals for local government reorganisation, mean that it is essential to look at our partnership from a wider perspective. Whilst we await the Welsh Government’s decision on the Commission’s recommendations, our financial circumstances dictate that we need to work more collaboratively on a regional basis where it is appropriate to do so.
2. **Purpose of Delivering Shared Outcomes**

On March 3rd 2014 our annual partnership event, Delivering Shared Outcomes was held in City Hall. It centred on gauging the ideas and opinions of practitioners, managers and strategic leaders from across the partnership on how we can align priorities and improve joint working.

The aim was to review the effectiveness of partnership working and to identify practical actions and interventions that could support collaborative working to improve service delivery or achieve further efficiency savings.

Delivering Shared Outcomes allowed stakeholders to pause and reflect on the many successes that have been achieved through the dedication of partners and practitioners across the city and highlighted the aspects of the partnership that are working well. It was also a chance to undertake an honest appraisal of what we could be doing better, identify areas of duplication and establish the areas where we aren’t working well enough together.

To do this we focused on:

- Creating a vision of what joint working should look like in 2017
- Establishing our priorities for joint working
- Understanding the barriers to joint working and the tools we need to work more effectively together.

Delivering Shared Outcomes was well attended with a good mix of practitioners and strategic level staff, and partners were represented, including colleagues from the Vale of Glamorgan Council.
3. Summary of Key Messages

Whilst the event showcased examples of effective partnership working it is also highlighted that there are number of areas where improvements are needed. The following are some of the key messages that emerged during the event which should be considered when identifying ways to improve partnership working:

- It has been four years since the publication of What Matters and discussions highlighted the need to ‘refresh’ the What Matters strategy and re-focus our priorities in the context of the many pressures and challenges we are currently facing. This should include the potential streamlining or reconfiguration of programmes and workstreams to ensure they are fit for purpose.

- **Stronger and more visible leadership** across the partnership organisations needed to improve in terms of conveying shared outcomes and the importance of collaboration to all staff – at the moment there were some messages about partnership working and efficiency savings but little tangible evidence that this was being driven by partners at a senior level in a consistent way.

- Delegates were largely aware of the What Matters single integrated plan, however, many felt that individual organisations corporate plans, or equivalent, still take precedence. There needs to be improved messaging at a senior level to re-establish the hierarchy of plans.

- The priorities of individual organisations still have primacy, and partnership priorities are still seen as being “in addition” to the day job rather than embedded within job descriptions – it should be recognised as integral to individual roles and be an enabler for positive action rather than an additional burden on staff.

- What Matters shapes our shared priorities, however, it does not provide enough clarity over different partners’ roles and responsibilities. There was also a view that partnership working is Council led, despite the recognition that the Council will almost inevitably be a key partner addressing many issues.

- The **citizen voice** is essential to determining need and co-producing solutions to the challenges facing public services must become more prominent. It was however recognised that greater citizen involvement comes at a cost during a time of diminishing resources.

- Much of the **innovation** taking place in Cardiff has been driven by the Partnership (i.e. locality working, alignment of funding, outcome-based commissioning, co-production, hubs, RBA) but this has not impacted on the core organisations who continue to undertake ‘business as usual’ – the good practice needs to be built upon and embedded as the norm.
Across the partnership there was a lack of understanding or awareness of many activities – some delegates felt this could be remedied by incorporating partnership working into organisation’s induction processes, through joint workforce development or increasing the number of job shadowing or secondment opportunities across partner organisations.

Service mapping needs to be undertaken across the board in terms of who is doing what and where so we know where there is duplication or gaps in provision.

Information sharing was recognised a key component of partnership working and there is a need to ensure this is happening across the partnership. Any blockages to the sharing of information needs to be raised with senior decision makers. It is accepted that there are data sharing protocols in place and WASPI agreements, however, this hasn’t ensured data is always shared in a timely fashion.

There are also practical issues involving organisations using different data systems to collect and record data. Whilst many organisations are data rich there is a need to focus on turning data into intelligence and using this appropriately as an evidence base for improved joint working.

It was recognised that many organisations do not have sufficient capacity across the workforce to extract and interrogate data, and this could be a priority for joint workforce development. This reflects the fact that whilst business intelligence is recognised as the way to shape service delivery, the prevailing culture amongst many organisations is currently not attuned to intelligence led decision making.

Co-location of teams and services was supported, along with the development of more community hub type facilities – but this must be purpose led co-location rather than a one size fits all approach.

The current economic climate poses a significant threat to partnership working in terms of it not being seen as ‘front-line’ services or people understanding the value/resources required to support it. Organisations are withdrawing to concentrate on statutory services when there is a need for ensuring capacity for supporting new ways of working.

There was a general lack of understanding of the strategic management of the partnership and a feeling that the Cardiff Partnership Board was a closed shop to practitioners. Others thought that the Cardiff Partnership Board had brought senior decision makers closer to operational practitioners than ever before.

It was acknowledged that good practice took place both within the remit of the Cardiff Partnership Board (CPB) and outside it. There is a need for information about what takes place at the CPB to filter down through partner organisations and an improved method of taking problems and ideas, supported by a firm evidence base, to the CPB for consideration and action.
4. Summary of Table Exercises

4.1 Table Exercise 1 - What Does Joint Working Look Like in 2017?

This was a citizen focused workshop in which delegates were asked to create a vision, using a range of pictures, pens and materials, of what joint working would ideally look like in 2017 from a citizen perspective.

![Image of community hub vision]

Although each group had individual ideas, the primary theme that emerged from all results was the need for a central ‘one-service’ approach. The idea of the ‘Community Hub’ with citizens being able to access multi-agency services and information within one building was championed amongst many of the delegates. In addition, the requirement to have a comprehensive ‘online presence’ to complement local initiatives was also deemed an essential element to successful joint working methods.

Some common themes emerged during discussions and across the different ‘visions’ created by delegates and these included:

- Co-location of services focused on citizens need – this was largely tied in with the use of well-located community hubs that needed to be ‘owned’ by communities
- Making services more accessible – again there were many references to the use of community hub facilities as well as improving our online/digital services and making these more accessible to communities by developing computer skills where needed
- Importance of the citizen voice in determining how services are offered and involvement in co-producing solutions
- Improved information sharing and communication between organisations to avoid duplication and lead to more responsive service provision
• Improved asset management between partners and making more effective use of community buildings (schools etc)
• Focus on preventative measures to help people earlier
• Joined up services and evidence based outcomes
• Improved, straight forward communication and better awareness and signposting of services by staff across the partnership
• Services must be grounded in sustainability and reflect demographic shifts

Many delegates found it difficult to consider joint working from a citizen perspective without first addressing how joint working would be delivered by partner organisations. It was felt that effective leadership, joint planning, aligned performance management and joint workforce development all underpin the delivery of successful joint working in 2017.
4.2 **Table Exercise 2 – Priorities for Joint Working**

At each table delegates were asked to complete an exercise in which they expressed their priorities for joint working and where the emphasis needed to be placed by the Partnership over the next 3 years.
Delegates were asked to reach a consensus and identify 3 high priorities, 3 medium and 3 low through discussion about what needs to be done to accelerate partnership working.

Although the challenge was to highlight the group’s priorities, every group made the comment that many of the options were fundamentally interlinked and could not be selected without other components. For instance, there was strong recognition that Asset Management and the co-Location of teams were intrinsically linked.

The results of this prioritisation exercise can be seen in the graph below with joint commissioning and information sharing seen as the 2 highest priorities.

The suggestions delegates put forward themselves included: allowing room for innovation; citizen focus and co-production; joined up Welsh Government policies; improved governance; volunteering; alignment of shared outcomes and budgets; and improved pathways.
4.3 Exercise 3: Workshops

A workshop took place on each of the key strategic programme outcomes and each workshop was asked to address the following questions:

1. How can we join up more effectively?
2. What are the barriers we need to overcome to join up?
3. What are the tools we need to facilitate opportunities for joint working?

<table>
<thead>
<tr>
<th>Workshop Outcome</th>
<th>Key Messages</th>
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<tbody>
<tr>
<td><strong>Prosperity and Jobs</strong></td>
<td>• Encourage networking at the front-line to develop relationships and identify practical opportunities to work together</td>
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<td></td>
<td>• Further engage with the private sector to ensure strategic join-up</td>
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<td>• Improve information sharing (such as job opportunities/placements) and public facing promotion of services we offer</td>
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<td>• Jointing planning – not just including plans but a wider focus</td>
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<td></td>
<td>• Plan skills and training around prospective employers</td>
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<td></td>
<td>• Greater apprenticeship and training opportunities within the public sector as the biggest employers.</td>
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<td></td>
<td>• Greater case management of young people who are NEET</td>
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<td><strong>Learning and Skills</strong></td>
<td>• Improved signposting of support</td>
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<td></td>
<td>• Improved join up between adult learning providers with infrastructure that supports communities (e.g. Communities First)</td>
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<td></td>
<td>• Formal data sharing agreements</td>
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<td>• More involvement from schools</td>
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<td></td>
<td>• Partnership apprenticeship scheme</td>
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<td></td>
<td>• Shared outcomes and no duplication</td>
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<td></td>
<td>• Shared workforce development programme across the partners</td>
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<td><strong>Health and Wellbeing</strong></td>
<td>• Improve accessibility of services</td>
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<tr>
<td></td>
<td>• Ensure information sharing happens</td>
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<td></td>
<td>• Joint Commissioning</td>
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<td></td>
<td>• Develop volunteer workforce</td>
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<td></td>
<td>• Improve the transitions from different organisations for service users</td>
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### Key Worker roles and responsibilities clearly defined
- Team/individual plans of partner organisations should be more joined up so that there is clear roles and responsibility between organisations

### What are the barriers we need to overcome to join up?

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</table>
| **Prosperity and Jobs** | - Information sharing issues  
- Lack of clarity regarding outcomes in commissioning processes  
- Affordable childcare  
- Lack of basic skills and confidence  
- Red tape around using grant funding to resource posts in big organisations  
- Financial planning cycles (1 year)  
- Postcode lottery – certain services only available in certain locations  
- Improvements needed to use of data and business intelligence to appropriately target preventative measures |
| **Learning and Skills** | - Difficulty proving outcomes and measure on a short-term basis – some results take a while to show  
- Learning and skills training needs to be more relevant  
- Senior sign up in one package for all – accessible rooms, shared resources, cost of facilities, management  
- Lack of communication  
- Improved strategic management  
- Budget cuts and fear of job losses  
- Curriculum pressure  
- Ensure appropriate technology  
- Childcare – accessibility |
| **Health and Wellbeing** | - Budget cuts and limited resources  
- Technology  
- Lack of preventative approach  
- Reactive approach to dealing with crisis and financial spending  
- Welfare Reform driving people into poverty and crime  
- Lack of understanding about each other’s roles and responsibilities  
- Buy in from senior managers |
### Prosperity and Jobs
- Social Impact Bonds
- Employment duties under section 106/community benefit funds
- Voluntary sector capacity
- More realistic timescales and expectations
- Professional relationships
- Shared information systems and databases
- Networking opportunities
- A resource to coordinate and make better use of data and apply intelligence
- Targeted work and the ability to track journeys through services
- Re-commitment to shared priorities
- A shared framework for Joint Commissioning
- Established method of sharing best practice

### Learning and Skills
- Clarity – What are we starting with and where do we want to end up?
- Neighbourhood Partnerships – Local level delivery
- Employers are a barrier but can also be a tool in some instances
- Progression ladder / Directory of relevant services – How do we get from A to B
- Effective Careers Advisors
- Pooling of resources – Community Hubs and Schools together
- Joining up of agencies
- Changing perceptions and get rid of territorialism
- More options for learning and skills
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<th><strong>Health and Wellbeing</strong></th>
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<td>- Young person’s panel to decide on relevant learning and skills programmes</td>
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<td>- Fast tracking jobs that are grant funded to save time</td>
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<td>- The 3rd Sector</td>
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<td>- Restorative Approaches</td>
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<td>- Workforce Development</td>
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<td>- Use all departments, including planning, so that the health and wellbeing of citizens is integral to all areas</td>
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<td>- Leaders need to be able to say the things that perhaps people don’t want to hear</td>
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<td>- Shadowing needs to happen at a senior management level</td>
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<td>- A team is needed to drive the joint procurement of services</td>
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<td>- A team also needs to be in place to ‘sell’ the benefits of hubs to service providers</td>
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<td>- An alignment of grants to offer 3 year funding – we can’t commission services whilst offering no commitment</td>
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<td>- Shared plans &amp; shared priorities between organisations that filter through organisations</td>
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<td>- Create co-ordinator posts in partner organisations so that there is an accessible central point of contact with knowledge and ability to refer partners and “cross sell” projects and services to other partners</td>
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<td>- Base community hubs in schools where there is a shared space and good access to families</td>
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<td>- Co-locate more services, it is good for team working and unofficial learning</td>
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<td>- Improve links between strategic programmes and neighbourhood partnerships</td>
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<td>- Ensure neighbourhood partnership structure allows for flexible involvement – create sub groups so that service providers don’t have to sit through irrelevant strategic level meetings.</td>
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<td>- Emulate Public Health Wales ‘make every contact count’ training so that more partners are trained in providing brief interventions and signposting services to each other</td>
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<td>- Partnership directory/ register/ intranet of key services and key providers so that partners can obtain contact details of people without having to know a name and build new networks.</td>
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5. Key Actions

The Delivering Shared Outcomes Event featured strategic discussions about how we can work together more effectively, as well as a number of practical low cost/no cost suggestions. This event summary report provides an insight into the issues and ideas that were raised during this event.

As a result of these discussions it is recommended that the following key actions are prioritised to help improve partnership working:

- A refresh of the What Matters strategy, re-focusing partnership priorities, providing clarity over individual organisations roles and responsibilities and taking into account the unprecedented challenges we face.

- A review of programmes and workstreams aligned to the ‘refresh’ of What Matters.

- A recommitment from all partners to delivering shared outcomes and a greater alignment to their own individual organisational priorities.

- Incorporating partnership working into the induction process of each organisation to improve awareness of the partnership across all levels of each organisation.

- Inclusion of partnership objectives in senior manager performance review processes.

- Identification and analysis of potential options for joint workforce development.

- Undertake a review of currently discrete grant funding arrangements and align funding arrangements of central teams to better support programmes and the provision of local services.

- Address commonalities across the partnership programmes to avoid duplication and simplify performance reporting.

- Clarify the role of the CPB and the wider partnership. This will involve practitioners understanding the need to succinctly and clearly present the issues, having a clear understanding of what they want to achieve and what the Partnership can do to achieve this. It will also involve providing strong evidence to support the outcome they want from the CPB. This is key in maximising the benefit of shared resources and joint decision making.

The Delivering Shared Outcomes Event has given a clear indication of the key issues facing the partnership; both at a practitioner and strategic level, and it is integral that we take this as an opportunity to review, rationalise and improve partnership working in Cardiff. The report will be considered at the April Cardiff Partnership Board meeting.