Report of Chief Executive

AGENDA ITEM:

PORTFOLIO: CORPORATE

Reason for this Report

1. To recommend the establishment of a Joint Local Service Board for Cardiff and the Vale of Glamorgan.

Background

2. Local Service Boards (LSBs) were established by the Welsh Government (WG) in each local authority area to bring together leaders of local public and third sector organisations to take collective action to ensure public services are effective and citizen focussed. The purpose of LSBs is to:

- oversee the development of the statutory Single Integrated Plan (Cardiff What Matters Strategy and Vale of Glamorgan Community Strategy);
- improve the quality of life and joined-up service delivery for citizens in their areas;
- provide the leadership to ensure that difficult issues across public services are confidently managed not avoided or ignored;
- stimulate integration, co-ordination and co-operation between local, regional and national public sector organisations;
- set an example of innovative, citizen-focused leadership at the heart of the local partnership and delivery system;
- ensure an effective whole system response to the needs of citizens by pooling resources;
- "unblock blockages" by removing bureaucracy or other obstacles;
- agree strategic priorities for multi-agency working to support the agenda set out in Programme for Government and respond to clearly evidenced local needs;

- achieve improvements by ensuring appropriate systems are in place and that managers and front line staff across agencies are working together effectively and that agreed priorities are reflected in individual organisations’ corporate plans;
- review and report annually on progress – to the public, Welsh Government, democratically elected members, and LSB member organisations.

3. LSBs are currently not formal institutions and should therefore not be seen as distinct delivery mechanisms in themselves. They do not replace the statutory responsibilities of local authorities or the established accountabilities of public bodies and other partners, whether devolved or non-devolved. LSB members are accountable for delivery of services within their own organisations and their contribution to the integrated plan. However, under the provisions of the Local Government (Wales) Measure 2011, LSB members are required to subject themselves to scrutiny and give an account of themselves. Once a single integrated plan has been agreed, the commitments of individual service providers should also be included within their own corporate plans.

4. In order to ensure that collaborative working is an effective driver of public service reform, the WG is now likely to put the single integrated planning framework (including LSBs) on a statutory footing through the introduction of the Future Generations (Wales) Bill in summer 2014. It is currently governed by a number of pieces of legislation, but placing it within this Bill will simplify and rationalise the current legislation and local strategic planning system and clearly define its place within the governance framework.

Issues

5. The WG’s statutory guidance “Shared Purpose – Shared Delivery” highlighted that “partnership working has become embedded in the public service in Wales and there is good evidence that this has led to the development of relationships of trust between organisations. However, as these local partnerships have developed they have given rise to too much complexity and duplication….For regional scale organisations, such as local health boards and the police, the costs of servicing a large number of partnerships have been very significant indeed”.

6. The introduction of the WG Regional Collaboration Fund (RCF) in 2013 provided an opportunity for further development to be independently facilitated to review existing partnership arrangements in both Cardiff and the Vale of Glamorgan. The project bid was subsequently awarded RCF funding from WG in 2013/14 to consider whether there was further scope to refine partnership working across the two LSBs. The aim was to reduce duplication of effort across a number of partner organisations and to develop joint delivery mechanisms for shared priorities.

Current Partnership Arrangements

7. In Cardiff, the LSB functions to date have been undertaken by the Cardiff Partnership Board (CPB) which has included representation from Cardiff
Council, Cardiff & Vale University Health Board, South Wales Police, South Wales Fire & Rescue Service, Cardiff Third Sector Council, Wales Probation Trust and the Welsh Government. The LSB has taken direction from the Cardiff Partnership Leadership Group, chaired by the Leader of the Council, with delivery supported by a number of city-wide thematic Programme Boards and a Neighbourhood Programme Board. The partnership structures and membership can be seen in Appendices 1-2.

8. In Vale of Glamorgan the LSB is structured in the form of a LSB and an Implementation Group. The LSB is chaired by the Leader of the Council and includes representation from the Cardiff & Vale University Health Board, South Wales Police, South Wales Fire & Rescue Service, Vale Centre for Voluntary Services, Wales Probation Trust, Cardiff & Vale College, Natural Resources Wales, RWE nPower, Wales Ambulance Service and Welsh Government. The Implementation Group takes direction from the LSB and includes representation from partners and all Council Directors. The group is chaired by the Council’s Head of Performance and Development and provides an essential link to the key partnerships in the Vale who deliver on the priority outcomes within the integrated plan. The partnership structures and membership can be seen in Appendices 3-4.

Cardiff and Vale of Glamorgan Delivery Plan for Joint Working

9. Following the successful submission to the WG to undertake a Joint LSB Project, BDO were jointly commissioned to undertake the work. The following scope was agreed by both Partnerships:

- Work with elected members and officers to identify areas of partnership working where regional collaboration will either add value to outcomes, or create efficiencies in providing services.
- Identify means for joint delivery of partnership priorities.
- Identify performance measures for regional partnership collaboration.

10. The project was delivered via a series of stakeholder interviews, individual Partnership workshops and two joint Cardiff and Vale of Glamorgan Partnership workshops. The summary of findings included:

- There are significant areas of commonality between both integrated strategies— What Matters in Cardiff and the Vale of Glamorgan Community Strategy, providing a strong foundation for further collaboration.
- Interviews and workshops have revealed almost no appetite for a shared regional strategy, but most Board members agreed that these documents, and the 17 strategic priorities within them, should be used as the basis for agreeing shared regional priorities.
- Board members from all organisations felt that both Boards were particularly Council-centric in actions and responsibilities. There have been positive moves forward in this regard. For example, the sharing of formal roles such as Senior Responsible Officers (SROs) in Cardiff and the co-location and use of joint systems by SWP and council staff in the Vale of Glamorgan. However, both Chair positions and the majority of partnership administration is currently undertaken by the Councils.
• Board members across both Partnerships had differing views over whether collaboration should be increased through joint projects or through governance structures in the first instance, but agreed that shared governance was not an end goal in itself.
• All stakeholders interviewed believed that there would need to be a compelling rationale behind any partnership initiative in order to drive it forwards and be successful — financial pressures and organisational difficulties mean there has to be a payback (either financial or improvement in outcomes) to justify any projects.

11. Further details of the methodology and findings of the project can be found in Appendix 5 – Cardiff and Vale of Glamorgan LSBs - Delivery Plan for Joint Working.

12. At the Joint Cardiff and Vale of Glamorgan Workshop held on 10th December 2013, partners agreed to the establishment of a Joint Local Service Board, subject to the subsequent agreement of the statutory partners via their formal decision making processes. It was agreed that:
• The Joint LSB will provide strategic oversight and direction to the collaboration between Cardiff and the Vale of Glamorgan;
• It will set the vision for the collaboration agenda and agree the high level priorities, and;
• It will act as the enabler of collaboration within individual organisations and oversee progress towards regional priority outcomes.

13. The new Joint LSB membership will consist of the statutory partners required to be involved in community planning through Local Service Boards and will include:
• Leaders/Political representatives and Chief Executives from Cardiff Council and Vale of Glamorgan Council;
• Chair and Chief Executive of Cardiff & Vale UHB Board;
• Senior Police & Crime Commissioner and South Wales Police representatives;
• Senior Wales Probation Trust representative;
• Senior South Wales Fire & Rescue Service representative;
• Chief Officers of Cardiff Third Sector Council and Vale Centre for Voluntary Services
• Senior Welsh Government representative

14. The intention is that the Joint Cardiff & Vale of Glamorgan LSB will initially replace the current Cardiff Leadership Group, Cardiff Partnership Board and Vale of Glamorgan LSB. Further rationalisation of existing partnership structures and meetings may then be considered at a later date by the Joint LSB.

15. As part of the workshop discussions, there were a number of joint priorities identified whereby there could be opportunity for the establishment of joint delivery arrangements. These areas included health and wellbeing; integrated health and social care, community safety, the environment and economic regeneration (see Appendix 5). Whilst there is agreement from both existing Partnerships that there should be shared outcomes developed and greater joint working developed, these areas for collaboration should be
agreed once the formal decision making processes have been concluded and the Joint LSB is in place.

16. In addition, in the short-term at least, the Partnerships wish to retain some local delivery structures – the Neighbourhood Programme Board in Cardiff and the Vale of Glamorgan Implementation Group – to ensure that there remains a focus on local need and priorities.

**Next Steps**

17. Following agreement by all statutory partners of the Delivery Plan for Joint Working and the establishment of a Joint LSB, a work programme will be agreed between partners and shared with the Cabinets and Boards of the respective partner organisations to ensure that the priorities are embedded within business plan, performance management arrangements and Directorate budgets as appropriate.

**Reasons for Recommendations**

18. To enable the Cabinet to consider the recommendations and approve the establishment of a Joint Local Service Board with the Vale of Glamorgan.

**Legal Implications**

19. The recommendations propose that the Authority establish a Joint Local Service Board with the Vale of Glamorgan. Local Service Boards (LSB) are not separate legal entities, they are voluntary not statutory arrangements. It should be noted that LSBs do not replace the statutory responsibilities of local authorities or the established accountabilities of public bodies.

20. Consideration should be given to the governance arrangements for the proposed Joint Local Service Board. In particular, whether any further governance arrangements should be put in place so that all members are clear as to the role of the Local Service Board, its members and the extent of its decision-making powers.

21. The report recommends that the Joint Local Service Board would assume responsibility for functions carried out by the Cardiff Partnership Board, which group has undertaken the LSB role in Cardiff. The Authority would need to be satisfied that the proposed joint Local Service Board will assist the Council to fulfil its responsibilities in respect of community planning for its area, to the extent that it replaces the role of the Cardiff Partnership Board or that alternative arrangements are put in place.

22. The proposed Joint Local Service Board should take legal advice on any joint delivery arrangements or other forms of collaboration as and when considering the same.

23. The body of the report refers to the Future Generations Bill. It is understood this Bill will be introduced in summer 2014 and as the Bill progresses consideration will need to be given as to how the Bill affects, if at all, the proposed Joint Service Board.
Financial Implications

24. There are no financial implications arising from this report. However it is anticipated that the new Joint LSB will provide a platform for greater collaborative working and realisation of efficiencies between partners.

Statutory Screening Tool Implications

25. Following the establishment of the new Joint LSB and an agreement of the collective priorities between partners, further consideration will need to be given to the specific proposals via the screening tool mechanism.

RECOMMENDATIONS

26. It is recommended that:

(i) the Cabinet approve the establishment of a Joint Local Service Board with the Vale of Glamorgan having the role and membership as set out in paragraphs 12-13 of this report.
(ii) the functions of the Cardiff Partnership Leadership Group, Cardiff Partnership Board, Vale LSB be assumed by the proposed Joint LSB
(iii) Cabinet receives a further report once the priority areas for collaboration have been agreed by the Joint LSB

PAUL ORDERS
CHIEF EXECUTIVE
12th MARCH 2014

The following Appendices have been taken into account:

1) Existing Cardiff Partnership structures
2) Existing Cardiff Partnership Membership
3) Existing Vale of Glamorgan Partnership Structures
4) Existing Vale of Glamorgan LSB Membership

The following Background Papers have been taken into account:

- Cardiff Council’s Consultation Response to Draft Statutory Guidance: ‘Shared Purpose- Shared Delivery, Executive Business Meeting, 8th March 2012
- Cardiff “What Matters” Strategy 2010-2020
- Vale of Glamorgan Community Strategy
Appendix 1 – Existing Cardiff Partnership Structure

**CARDIFF LEadership GROUP**

- Scrutiny: CPB Scrutiny, Cardiff Council Scrutiny
- Cardiff Partnership Board
- LSCB Local Safeguarding Children’s Board

**Neighbourhood Issues**
- Cardiff North
- Cardiff East
- Cardiff South East
- City & Cardiff South
- Cardiff South West
- Cardiff West

**City-wide Issues**
- City wide issues tackled through thematic Programme Boards
  - Families & Young People
  - Older people
  - Healthy Living
  - Education Development
  - Safer & Cohesive Communities
  - Emotional Mental Health & Well Being
  - Thriving & prosperous Economy
  - Urban environment

Issues common to more than one Neighbourhood Partnership can be addressed across city wide programmes
# Appendix 2 – Existing Cardiff Partnership Membership

## Cardiff Partnership - Leadership Group Core Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Job Title</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maria Battle</td>
<td>Chair</td>
<td>Cardiff and Vale University Health Board</td>
</tr>
<tr>
<td>Mark Cadwalader</td>
<td>Head of Strategic Development</td>
<td>University of Glamorgan</td>
</tr>
<tr>
<td>TBC</td>
<td>Cabinet Member for Social Care, Health &amp; Wellbeing - Children's Services</td>
<td>Cardiff Council</td>
</tr>
<tr>
<td>Richard Edwards</td>
<td>Chair</td>
<td>Cardiff Council</td>
</tr>
<tr>
<td>John Harrison</td>
<td>Environment Manager</td>
<td>Natural Resources Wales</td>
</tr>
<tr>
<td>Sophie Howe</td>
<td>Deputy Police and Crime Commissioner for South Wales</td>
<td>Office of the Police and Crime Commissioner for South Wales</td>
</tr>
<tr>
<td>Councillor Heather Joyce (Chair)</td>
<td>Leader of the Council</td>
<td>Cardiff Council</td>
</tr>
<tr>
<td>Judith Marsh</td>
<td>Community Council Representative</td>
<td>Radyr &amp; Morganstown Community Council</td>
</tr>
<tr>
<td>Sarah McGill</td>
<td>Director, Communities, Housing and Customer Services</td>
<td>Cardiff Council</td>
</tr>
<tr>
<td>David Price</td>
<td>Director of Strategy Development</td>
<td>Cardiff Metropolitan University</td>
</tr>
<tr>
<td>Paul Orders</td>
<td>Chair of Cardiff Partnership Board and Chief Executive</td>
<td>Cardiff Council</td>
</tr>
<tr>
<td>Cllr Huw Thomas</td>
<td>Cabinet Member for Social Care, Health &amp; Wellbeing - Adult Services</td>
<td>Cardiff Council</td>
</tr>
<tr>
<td>Professor Hywel Thomas</td>
<td>Pro Vice-Chancellor (Engagement and International)</td>
<td>Cardiff University</td>
</tr>
<tr>
<td>Cllr Lynda Thorne</td>
<td>Cabinet Member for Community &amp; Neighbourhood Regeneration and Social Justice</td>
<td>Cardiff Council</td>
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## Cardiff Partnership Board Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Orders (Chair)</td>
<td>Chief Executive</td>
<td>Cardiff Council</td>
</tr>
<tr>
<td>Adam Cairns</td>
<td>Chief Executive</td>
<td>Cardiff and Vale University Health Board</td>
</tr>
<tr>
<td>Sharon Hopkins</td>
<td>Executive Director of Public Health</td>
<td>Cardiff and Vale University Health Board</td>
</tr>
<tr>
<td>Belinda Davies</td>
<td>Chief Superintendent</td>
<td>Cardiff and Vale University Health Board</td>
</tr>
<tr>
<td>Peter Greenhill</td>
<td>Assistant Chief Executive</td>
<td>Wales Probation Trust</td>
</tr>
<tr>
<td>Sarah McGill</td>
<td>Director of Communities, Housing &amp; Customer Services</td>
<td>Cardiff Council</td>
</tr>
<tr>
<td>Sheila Hendrickson-Brown</td>
<td>Chief Officer</td>
<td>Cardiff Third Sector Council</td>
</tr>
<tr>
<td>Peter Jenkins</td>
<td>Group Manager</td>
<td>South Wales Fire &amp; Rescue Service</td>
</tr>
<tr>
<td>Eleanor Mark</td>
<td>Head of Communities Division</td>
<td>Welsh Government</td>
</tr>
</tbody>
</table>
Appendix 3 - Existing Vale of Glamorgan Partnership Structures

- Scrutiny:
  - Vale of Glamorgan Council Scrutiny

- Local Service Board

- Implementation Group

- Children and Young People’s Partnership
- Learning and Skills Partnership
- Regeneration Partnership
- Safer Vale Partnership
- Public Health and Wellbeing Board
- Cardiff and Vale Integrated Health & Social Care Board

- LSCB
  - Local Safeguarding Children’s Board
### Appendix 4 – Existing Vale of Glamorgan LSB Membership

<table>
<thead>
<tr>
<th>Name</th>
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<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cllr Neil Moore (Chair)</td>
<td>Leader of the Council</td>
<td>Vale of Glamorgan Council</td>
</tr>
<tr>
<td>Sian Davies</td>
<td>Managing Director</td>
<td>Vale of Glamorgan Council</td>
</tr>
<tr>
<td>Huw Isaac</td>
<td>Head of Performance and Development</td>
<td>Vale of Glamorgan Council</td>
</tr>
<tr>
<td>Joe Ruddy</td>
<td>Chief Superintendent</td>
<td>South Wales Police</td>
</tr>
<tr>
<td>John Harrison</td>
<td>Environment Manager West</td>
<td>Natural Resources Wales</td>
</tr>
<tr>
<td>Kay Martin</td>
<td>Deputy Principal</td>
<td>Cardiff &amp; Vale College</td>
</tr>
<tr>
<td>Rachel Connor</td>
<td>Executive Director</td>
<td>Vale Centre for Voluntary Services</td>
</tr>
<tr>
<td>Gary Davies</td>
<td>Group Manager</td>
<td>South Wales Fire &amp; Rescue</td>
</tr>
<tr>
<td>Dr Sharon Hopkins</td>
<td>Executive Director of Public Health</td>
<td>Cardiff and Vale UHB</td>
</tr>
<tr>
<td>Peter Greenhill</td>
<td>Assistant Chief Executive</td>
<td>Wales Probation Trust</td>
</tr>
<tr>
<td>Dr Mark Picton</td>
<td>Commercial Operations Manager</td>
<td>RWE Npower</td>
</tr>
<tr>
<td>Bob Tooby</td>
<td>Head of Service – Cardiff and Vale</td>
<td>Welsh Ambulance Services NHS Trust</td>
</tr>
</tbody>
</table>

#### Vale of Glamorgan Implementation Group Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Job Title</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Huw Isaac</td>
<td>Head of Performance and Development</td>
<td>Vale of Glamorgan Council</td>
</tr>
<tr>
<td>Sian Davies</td>
<td>Managing Director</td>
<td>Vale of Glamorgan Council</td>
</tr>
<tr>
<td>Phil Evans</td>
<td>Director – Social Services</td>
<td>Vale of Glamorgan Council</td>
</tr>
<tr>
<td>Paul James</td>
<td>Superintendent</td>
<td>South Wales Police</td>
</tr>
<tr>
<td>Rachel Connor</td>
<td>Executive Director</td>
<td>Vale Centre for Voluntary Services</td>
</tr>
<tr>
<td>Sian Harrop-Griffiths</td>
<td>Assistant Director of Planning</td>
<td>Cardiff and Vale UHB</td>
</tr>
<tr>
<td>Sian Griffiths</td>
<td>Consultant in Public Health Medicine</td>
<td>Cardiff and Vale UHB</td>
</tr>
<tr>
<td>Rob Thomas</td>
<td>Director of Development Services</td>
<td>Vale of Glamorgan Council</td>
</tr>
<tr>
<td>Miles Punter</td>
<td>Director of Visible and Housing Services</td>
<td>Vale of Glamorgan Council</td>
</tr>
<tr>
<td>Jennifer Hill</td>
<td>Chief Learning and Skills Officer</td>
<td>Vale of Glamorgan Council</td>
</tr>
<tr>
<td>Gary Davies</td>
<td>Group Manager</td>
<td>South Wales Fire &amp; Rescue</td>
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CARDIFF AND VALE OF GLAMORGAN LOCAL SERVICE BOARDS

DELIVERY PLAN FOR JOINT WORKING

December 2013
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Executive Summary

Introduction

This project represents the next evolution of partnership working in Cardiff and the Vale of Glamorgan. It responds to the Welsh Government’s statutory guidance “Shared Service: Shared Delivery” along the regional footprint of Cardiff and the Vale of Glamorgan (VoG), and explores where further regional collaboration could save money and improve outcomes for residents in both areas.

To date, partnership activity has been focussed on developing the Single Integrated Plans (“What Matters Strategy” for Cardiff, published in June 2011 and the Vale of Glamorgan Community Strategy 2011-2020, published in July 2011) and a review of existing partnerships in each area. Following the refinement of local partnership working, both Partnerships feel there is further scope to improve partnership working across the two Local Service Boards (LSBs) to enhance joint delivery of shared priorities.

BDO was appointed to work with the Partnerships to engage with stakeholders and review existing delivery and governance arrangements, then use our experience of partnership working and collaboration elsewhere across Wales and the wider UK to suggest appropriate next steps and actions which will take regional collaboration in the area forward.

This document contains a summary of our key findings, recommendations and suggested next steps for both Vale of Glamorgan LSB and Cardiff Partnership Board to consider and move forwards.

Key findings and drivers for change

- There are significant areas of commonality between both integrated strategies - What Matters in Cardiff and the Vale of Glamorgan Community Strategy, providing a strong foundation for further collaboration.
- Interviews and workshops have revealed almost no appetite for a shared regional strategy, but most Board members agreed that these documents, and the 17 strategic priorities within them, should be used as the basis for agreeing shared regional priorities.
- Stakeholders told us that the Cardiff Partnership Board feels dynamic and acts as a real engine for change in the city. The smaller membership means that strong relationships between members have driven change through.
- In general in the Vale of Glamorgan there was agreement that the distinction between the LSB and the Implementation Group has lessened over time, and that it is perhaps time to reconsider the functions of both Boards. Stakeholders interviewed commented that the Board was directing and overseeing excellent, focussed work, but that the measurement of this activity was in some places not robust enough to clearly see the impact of change.
- Board members from all organisations felt that both Boards were particularly Council-centric in actions and responsibilities - sharing formal roles such as Senior Responsible Officers (SROs) is a positive move forward in Cardiff, but both Chair positions and the majority of partnership administration is currently undertaken by the councils.

Board members across both Partnerships had differing views over whether collaboration should be increased through joint projects or through governance structures in the first instance, but agreed that shared governance was not an end goal in itself.
All stakeholders interviewed believed that there would need to be a compelling rationale behind any partnership initiative in order to drive it forwards and be successful - financial pressures and organisational difficulties mean there has to be a payback (either financial or improvement in outcomes) to justify any projects.

Recommendations

We have recommended that immediate changes be made in three key areas in order to further progress collaborative working across the region:

Shared regional priorities:
- Agree a small number of regional priority outcomes to focus on in the next year. We have recommended that the region focus on the following priority outcomes but these will need to be agreed by the new joint LSB:
  - People in the Vale of Glamorgan and Cardiff are Fit and Healthy
  - People in Cardiff and the Vale receive appropriate health and social care support
  - People in Cardiff and the Vale of Glamorgan have a clean, attractive and sustainable environment
  - People in the Vale of Glamorgan and Cardiff are Safe and Feel Safe
- Choose to work collaboratively in these areas first to drive out savings and improve outcomes

Changes to governance:
- Amend current governance structures to provide a formal channel for overseeing delivery against joint priorities. We have recommended that a new regional structure be created to oversee the delivery of priority outcomes, potentially replacing existing bodies:
  - Collaborative Services Board: Providing strategic oversight and direction to the collaboration between Cardiff and the Vale of Glamorgan. Setting the vision for the collaboration agenda and agreeing the high level priorities. Act as the enablers of collaboration within their individual organisations and overseeing progress towards collaboration priority outcomes
  - Joint working groups for priority outcomes: set up as required to deliver agreed regional priority outcomes and direct projects and task and finish groups as appropriate to effect practical changes which improve outcomes for residents across Cardiff and the Vale.
  - Consider how appropriate current local governance is given these changes to ensure that duplication is reduced whilst also allowing opportunity for local issues to be discussed and addressed.

Enablers
- Establish workstreams to facilitate delivery of shared regional priorities. We have recommended workstreams be established in the following areas to facilitate closer working:
  - Information sharing
  - Leadership and outcomes culture
  - Methodology for testing new approaches to delivery
  - Monitoring and evaluation of impact
  - Commitment of resources & partnership support

We have recommended that the immediate next steps be for both Partnerships to attend a joint meeting on 10th December 2013, to consider the proposals contained in this document and agree the way forward.
Introduction

Background to this project

The Welsh Government’s Regional Collaborative Footprint - set out in a paper to the Partnership Council on 21 July 2011 - sought to provide clarity around how public services should collaborate in Wales. The report suggested that “By putting regional collaboration on a more stable, long term footing, partners are able to get on with the job of joining up services to meet the needs of individuals and communities across Wales.”¹ The relative scale and population density of both Cardiff and the Vale of Glamorgan are shown in map below²:

The statutory guidance for integrating partnerships and plans “Shared Purpose - Shared Delivery”³ set out a vision for closer collaboration between partnerships across Wales. This review of the partnerships in place in Cardiff and the Vale of Glamorgan has taken place to reflect that vision, as well as the Welsh Government’s suggested regional footprint.

BDO has been appointed by the Cardiff Partnership Board and the Vale of Glamorgan Local Service Board to explore opportunities for greater joint working between both Local Service Boards across the region. This work has been funded through the Regional Collaboration Fund, a Welsh Government initiative which aims to encourage regional collaboration across public services by assisting with upfront costs which could otherwise be a barrier to joint projects.

¹ Cardiff and Vale of Glamorgan Regional Collaboration Proposals
² Cardiff & Vale of Glamorgan Regional Collaboration Proposals
³ Shared Purpose - Shared Delivery
The primary aim of this project was to develop practical recommendations for further joint regional working, highlighting where increased collaboration can improve outcomes for residents and save money.

These recommendations build on existing regional working, which have already increased collaboration in key areas through initiatives such as The Wyn Campaign (which focuses on preventative support and providing care at home for the elderly), Adult & Community Learning (The Cardiff and Vale Community Learning Partnership) and Regulatory Services (a broader regional initiative also involving Bridgend Council).

Project methodology

This project has followed the following six-step methodology, summarised in the diagram below and explained underneath:

1) **Review of documents, strategy and meetings**: review of current community strategies, minutes of partnership meetings and project updates, alongside observations of current partnership meetings and operations;

2) **Interviews and Initial individual workshops**: One to one interviews with key members of Vale of Glamorgan Local Service Board and Cardiff Partnership Board / Leadership Group, along with officers involved in delivery of both agendas (see Appendix A for full list of interviewees). These sessions were designed to highlight what currently works well and what should change in both Partnerships, along with stakeholder ideas for where closer collaboration could benefit residents. BDO then facilitated workshops with each Partnership individually in order to feed back our initial findings and explore how each area wanted to take forward further collaboration;

3) **Review of key themes and potential routes forward**: Following these individual sessions, we collated feedback and key themes for change arising from the discussions and reviewed the overall findings;

4) **Joint working session to confirm ambition**: These key findings were presented to a joint meeting of both Partnerships. This session was used to agree an appropriate route forward for this project and the wider regional collaboration agenda;

5) **Selected options worked up into report**: The principles and themes agreed at the joint meeting have been developed into this Delivery Plan, intended to translate theoretical ideas into practical plans for change;

6) **Final presentation to Boards**: The plans and suggested route forward in this Delivery Plan will be presented to a joint meeting of both Boards in December, in order to discuss and agree upon its recommendations.
Purpose of this document

This report is designed to provide clear, practical recommendations on the potential route forward for both Partnerships. It is based on feedback from interviews and workshops with members of both Partnerships, as well as BDO’s experience of other areas and best practice across the UK.

It provides:
- An overview of the key findings from our review;
- A clear map of current partnership arrangements and meetings across the region;
- A recap of the main drivers for increased collaboration;
- A proposed route forwards including:
  - Suggested joint regional priorities;
  - Suggested changes to governance to oversee delivery of joint priorities;
  - Proposed programmes which we recommend be put in place to enable and facilitate the recommended changes;
  - Suggested next steps to begin implementing these changes.

There are several terms used in this document and our meanings for each are explained below for clarity:

- **Local Service Board**: defined by the Welsh Government as ‘where the leaders of local public and third sector organisations come together to take collective action to ensure public services are effective and citizen focussed’
- **Partnership**: refers to the entire partnership in each area, spanning multiple organisations (not referring to a particular element of governance)
- **Collaboration**: refers to joined up working in the broadest sense, from joint discussions and strategic planning through to joint delivery
- **Regional**: in this particular context (although we are aware that there are multiple regional boundaries and areas), ‘regional’ refers to the area covered by the Cardiff and Vale of Glamorgan local authorities boundaries
Findings from review of current arrangements

BDO conducted one to one interviews and workshops with key members of Vale of Glamorgan Local Service Board and Cardiff Partnership Board / Leadership Group, along with officers involved in delivery of both agendas (see Appendix 1 for full list of interviewees).

These sessions were designed to highlight what currently works well and what could change in both Partnerships, along with stakeholders’ ideas for where closer collaboration could benefit residents.

A summary of the key themes arising from these interviews, taken from transcripts of our conversations, is below.

<table>
<thead>
<tr>
<th>Colour</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>Works well</td>
</tr>
<tr>
<td>Amber</td>
<td>Area for improvement</td>
</tr>
<tr>
<td>Red</td>
<td>Issue to address going forwards</td>
</tr>
<tr>
<td></td>
<td>No comments in this area</td>
</tr>
</tbody>
</table>

Where cells are merged this indicates comments are applicable to both Cardiff and the Vale

<table>
<thead>
<tr>
<th>Theme</th>
<th>Specific area</th>
<th>Cardiff Partnership</th>
<th>Vale of Glamorgan partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership &amp; responsibilities</td>
<td>Representation of partner organisations</td>
<td>Tight CPB works extremely well - other representatives join as required</td>
<td>Wider membership means Local Service Board can be less dynamic - sometimes need a decision sooner than process allows (i.e. requirement for implementation group approval in addition to LSB or vice versa may not be necessary in all circumstances)</td>
</tr>
<tr>
<td></td>
<td>The Cardiff Leadership Group is a wide stakeholder group but can be hard to drive progress through</td>
<td>The Cardiff Leadership Group is a wide stakeholder group but can be hard to drive progress through</td>
<td>Private sector representation is helpful and provides constructive challenge</td>
</tr>
<tr>
<td>Shared responsibilities</td>
<td>Partnership works best when responsibilities are split, beyond just the Council - current SRO roles enable this, but Chair role and Partnership administration is still undertaken by the Council</td>
<td>Partnership works best when responsibilities are split, beyond just the Council - Chair role and Partnership administration is still undertaken by the Council</td>
<td>Partnership works best when responsibilities are split, beyond just the Council - Chair role and Partnership administration is still undertaken by the Council, but the fact that the Partnership team works from the Fire station is a positive development</td>
</tr>
<tr>
<td>Structure</td>
<td>Chair of meetings</td>
<td>Wherever feasible, this role should be rotated between partner organisations to ensure non Council representation</td>
<td></td>
</tr>
<tr>
<td>----------</td>
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<td>----------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partnership structure</td>
<td>Separation of Partnership levels and membership works well - with operational Senior Directors at the core of the Partnership Board</td>
<td>Need for greater clarity between Service Board and Implementation group to reduce duplicated time and effort</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Significant duplication of representation in both Partnerships - rationalisation could reduce time and costs of meetings</td>
<td></td>
</tr>
<tr>
<td>Strategy</td>
<td>Integrated strategy</td>
<td>The individual strategies are still relevant for key priorities - no need to rewrite as a regional document</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strategic vision</td>
<td>The integrated strategies are an excellent reflection of the Board’s vision for each area, but this needs to be disseminated more widely so that workers in all organisations understand and buy into the vision</td>
<td></td>
</tr>
<tr>
<td>Projects within each area</td>
<td>Projects within each area</td>
<td>More could be done between partners within each area as well as across the region to maximise efficiency and improve outcomes</td>
<td></td>
</tr>
<tr>
<td>Initiating projects</td>
<td>Initiating projects</td>
<td>More projects and actions to be driven by Partnership, not just councils</td>
<td></td>
</tr>
</tbody>
</table>
| Potential areas for collaboration | Potential areas for collaboration | - Asset management  
- Youth Offending  
- Regeneration  
- Substance misuse  
- Adult social care for older people | - Sharing best practice  
- Health and social care  
- Visible service issues where common across both areas (i.e. roads)  
- Refuse services |
| Type of collaboration | Type of collaboration | Need to build more virtual partnerships - this makes more sense than physical co-location in current climate, and across boundaries. Collaboration should not be about changing payroll or which organisation staff are from, but about working together regardless of that. |
| Neighbourhood management | Neighbourhood management | Works well in Cardiff; considered a real strength that should be continued and fed into more programmes of delivery | This was tried and not felt to be appropriate for the Vale of Glamorgan |
| Measuring progress | Measuring progress | Results Based Accountability works well and provides real sense of momentum and direction | Some partners felt that results and progress mapping could be more focussed to drive change |
| Engaging service users & residents | Engaging service users & residents | Neighbourhood management appears provide a clear focus on outcome for residents | Vale stakeholder engagement works well |
Overview of current partnership bodies in place

In addition to the main Partnership bodies in both areas which are the focus of this document, there are several other partnership arrangements in place across the region, and wider, many of which involve similar organisations and representatives.

We have outlined below the main bodies across the area, and this information should be taken into account when discussing and agreeing a new governance model for Cardiff and the Vale’s Local Service Boards. It may be that other partnerships and programme boards, outside of the Local Service Board in Vale and Partnership Board in Cardiff, could be absorbed into the new regional structure to maximise efficiency and remove further duplication.

<table>
<thead>
<tr>
<th>Partnership</th>
<th>Area covered</th>
<th>Partners involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardiff and Vale Regional Collaboration Fund</td>
<td>Cardiff &amp; Vale of</td>
<td>Cardiff Council, Vale of Glamorgan Council, Cardiff &amp; Vale University Health Board, SW Police</td>
</tr>
<tr>
<td>Programme Board</td>
<td>of Glamorgan</td>
<td></td>
</tr>
<tr>
<td>Integrated Health and Social Care Services Board</td>
<td>Cardiff &amp; Vale of</td>
<td>Cardiff Council, Vale of Glamorgan Council, Cardiff &amp; Vale University Health Board, VCVS, C3SC</td>
</tr>
<tr>
<td></td>
<td>of Glamorgan</td>
<td></td>
</tr>
<tr>
<td>Supporting People Regional Collaborative Committee</td>
<td>Cardiff &amp; Vale of</td>
<td>Vale of Glamorgan Council, Cardiff Council, third sector representatives</td>
</tr>
<tr>
<td></td>
<td>of Glamorgan</td>
<td></td>
</tr>
<tr>
<td>Cardiff and Vale of Glamorgan Local Safeguarding</td>
<td>Cardiff &amp; Vale of</td>
<td>Vale of Glamorgan Council, Cardiff Council, University Health Board, South Wales Police, Wales Probation Trust, Public Health Wales, UK Boarder Agency, third Sector Representatives</td>
</tr>
<tr>
<td>Children Board</td>
<td>of Glamorgan</td>
<td></td>
</tr>
<tr>
<td>South East Wales City Region Programme Board</td>
<td>South East Wales</td>
<td>10 local authorities in South Wales, Cardiff University, BT, PWC, Cardiff Metropolitan University, Acorn Recruitment, GMB Union, Wales Rugby Union, University of South Wales</td>
</tr>
<tr>
<td>South East Wales Directors of Environment and</td>
<td>South East Wales</td>
<td>All Directors of Environment and Regeneration</td>
</tr>
<tr>
<td>Regeneration Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safer South Wales Group</td>
<td>South Wales</td>
<td>All South Wales local authorities, Fire and Rescue Service, Police, Ambulance, Military, Welsh Government, Health and Probationary Service</td>
</tr>
<tr>
<td>Central South Consortium CSC. Joint Education</td>
<td>South Wales</td>
<td>Cardiff, Bridgend, Merthyr, Rhondda Cynon Taf councils.</td>
</tr>
<tr>
<td>Service (JES)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The diagram below outlines these partnerships across the region:
Overview of Partnership bodies

Wider region
- South East Wales Directors of Environment and Regeneration Board
- Cardiff Partnership Board
- Cardiff Leadership Group
- Central South Consortium CSC, Joint Education Service (JES)
- South East Wales Regional Board

Cardiff & the Vale region
- Cardiff and Vale Regional Collaboration Fund Programme Board
- Cardiff and Vale Supporting People Regional Collaborative Committee
- Cardiff and Vale of Glamorgan LSCB

Supporting People National Advisory Board
- Integrated Health and Social Care Services Programme Board
- Vale Local Service Board
- Vale Implementation Group
- Safer South Wales Group
Drivers for change

The Welsh public sector is facing unprecedented funding reductions, and Cardiff and the Vale of Glamorgan is no exception. Austerity is set to stay until at least 2017-18, and analysis shows that Welsh public services could face a revenue funding gap of between £2.6 billion and £4.6 billion by 2025\(^4\). At the same time, demand in key areas is set to increase due to ageing populations, increases in long term conditions and higher unemployment levels, and expectations of service quality are rising.

Overall, it is increasingly clear that the public sector cannot continue to deliver services in the way it has traditionally done. The needs of a diverse society cannot be met by one agency alone. For example, health inequalities are caused by a number of factors which could not be tackled if left to healthcare providers only. Effective partnership working between agencies can lead to improved access to services, better communication between services, and an improved customer experience.

“Public sector partnership is a process in which two or more organisations work together to achieve a common goal, and do so in such a way that they achieve more effective outcomes than by working separately.”\(^5\)

There are several strong drivers for further collaboration:

Reducing duplication

There are several organisations and representatives which are involved with and attend both the Vale and Cardiff partnership Boards and related working groups, as well as the other partnership arrangements outlined above. Increasing collaboration could reduce the time spent in different meetings, and mean that conversations around an issue would only need to happen once.

Alignment of approaches

Agreed protocols, procedures and information sharing between organisations across the region would provide a clearer pathway for residents attempting to manoeuvre through the public sector, ensuring that they do not get ‘lost’ in the system, or have to repeat their circumstances to every partner organisation individually.

Sharing best practice

By sharing approaches to similar issues across the region, more time can be spent delivering solutions that have been proved to work, rather than designing bespoke approaches to common issues.

Outcomes focus and prevention

Working in closer partnership enables organisations to better understand the impact of their work on partner organisations; and through doing so can lead to an improvement in citizen outcomes through collaborative preventative work. Collaboration works best when partners focus on overall outcomes for residents, not outputs for their organisation – it may be that a collaborative project to educate teenagers in alcohol awareness has no immediate effect on the police (for example), but that it reduces demand for the service further down the line.

\(^4\) Wales Public Services 2025  
\(^5\) New Opportunities Fund
Overview of proposed way forward

Aspirations for partnership working

We asked Board Members what changes they were hoping to see as a result of this project. The responses are shown anonymously below, verbatim:

If out of this project came a rationalisation of the partnership picture, it would be welcome

Fewer meetings and less duplication

More operational joint working - governance is just a framework for this

A developed framework for partnership

Take joint working forward

Shared learnings and best practice

To provide an evidence base of the steps on collaboration footpath

Provide a frameworks for what will we be doing for next 12 months

Vision for Partnership

Based on the views and ambitions provided by stakeholders and partners, some of which are highlighted above, we have developed a vision for the future of collaboration between Cardiff and the Vale of Glamorgan, to provide a clear goal for the next steps in regional collaboration, and to focus the planned activities and projects outlined in the ‘next steps’ section of this document.

By December 2014, Cardiff and the Vale of Glamorgan Local Service Boards will be working together more to improve outcomes for residents across the area. A clear governance framework will mean partner organisations spend less time in partnership meetings, and more time delivering projects in collaboration with one or more regional partners, to improve outcomes and reduce costs.

When beginning a new programme, or faced with a new challenge, Senior Directors will (where appropriate) first look at how the regional partnership can respond to the issue, before looking at their organisation individually. The impact of regional collaboration will be measured to ensure that resources are used as effectively as possible and outcomes enhanced.
Overview of proposed route forwards

We have recommended that immediate changes be made in three key areas in order to further progress collaborative working across the region:

Shared Regional Priorities

Feedback from a majority of stakeholders asserted that there is no desire or need to rewrite the current community strategies in place individually in both areas. However, given the extensive needs mapping and consultation that went into creating the integrated plans, these documents should be used as the basis for identifying shared priorities to focus on across the region primarily.

We have outlined our suggested shared priorities in more detail below and these will need to be considered and agreed by the new joint Local Service Board.

Changes to Governance

As highlighted above, in feedback from interviews and workshops it was clear that governance and changes to structures of Boards is not an end in itself, but instead should be used as an enabler to ensure joint delivery can be monitored and blocks to progress unblocked efficiently. There will also be a significant benefit from reducing duplication of staff time and delivery activity.

We have outlined the proposed changes to governance below.

Enablers

Whilst the immediate focus for regional collaboration is centred on projects which will improve outcomes for residents and join up front-line service delivery, these ‘on the ground’ changes will only be effected if they are supported by enabling programmes of change, designed to ensure that the systems and processes of partner organisations are designed for collaboration, and help regional working instead of hindering it.

We have outlined the proposed enabling workstreams below.

Overview of recommendations

- Agree small number of regional priority outcomes to address in first year
- Choose to work collaboratively in these areas first, to drive out savings and improve outcomes
- Amend current governance structures to provide a formal channel for overseeing delivery against joint priorities and to reduce duplication
- Consider how appropriate current local governance is given these changes
- Establish workstreams to facilitate delivery of shared regional priorities
- Agree protocols for information sharing and processes
Shared priorities

Below we have outlined suggested shared priorities which could be delivered on a regional basis in order to maximise benefits for residents across the area. These outcomes are based on the wider priorities outlined in the individual integrated strategies from both Cardiff (What Matters) and the Vale of Glamorgan (Community Strategy), and are in the areas where regional collaboration is most important and can add most value to residents.

For each outcome, we recommend that (for each of the regional priorities agreed by the new joint LSB), the partnership takes the following action:

1) Confirm the shared priorities to be delivered on a regional basis (for example, other potential priorities suggested included NEETs, transport and value for money)

2) Nominate a member of the Collaboration Leadership Team to act as a Senior Reporting Officer for each outcome

3) Merge existing programme boards and working groups into a regional working group, which can direct funding, establish and oversee joint commissioning arrangements, and build working relationships at a more operational level than the Partnership Board

4) Develop an initial 12 month delivery plan for each priority regional outcome (building on individual plans already in place), to be signed off by the Collaboration Leadership Team and to highlight:
   - how resources will be allocated to deliver against the priority
   - which areas and projects will be prioritised
   - what enabling workstreams need to be initiated to ensure information sharing and organisational processes do not inhibit progress
   - As an example, the priority outcome focussing on Community Safety may nominate the Chief Superintendent as an SRO, have enabling workstreams including specific targeted data sharing to inform preventative work and a programme of work focussing on joining up youth offending teams across the region.

5) Use the delivery plan to plan activities, provide agreed monitoring information to the Collaboration Leadership Team, and attend the Leadership Board meetings where necessary to provide further information on progress and achievements
REGIONAL PRIORITY OUTCOME ONE

Health and wellbeing was highlighted as a key area for increased collaboration across the region. Much has already been achieved in this area, including notable successes in mental health and substance misuse.

Health, and reducing health inequalities, is highlighted as a strategic priority in each individual integrated plan, and the Health Board’s common boundary with both local authorities makes this a clear regional priority.

Cardiff Priority Outcome

People in Cardiff are healthy

For people in Cardiff to be healthy our priorities are to ensure that:

- Health inequalities are reduced and the differentials in life expectancy across the city are addressed
- Healthy lifestyles are promoted and ill health prevented
- Our service delivery to vulnerable adults and children is effective

Vale Priority Outcome

Shared Regional Priority Outcome

By combining the efforts of the Cardiff Healthy Living Programme Board and the Vale Public Health and Wellbeing Partnership, both areas can benefit from best practice and a joined up approach to common issues where appropriate.

This combined working group will focus on key areas such as food, physical activity, tobacco and alcohol.
REGIONAL PRIORITY OUTCOME TWO

It is recommended that the existing Health, Social Care and Wellbeing integration programme be integrated into the structures of the joined up LSBs, to simplify governance and reduce duplication further. This includes the ‘Remodelling Adult Social Care Services and integration with health services’ project being funded through the Welsh Government’s Regional Collaboration Fund.

This should not affect existing priorities, workstreams and enabling actions being undertaken, but will ensure that this existing regional work informs newer areas of regional working and feeds into the same structures.

The programme structure and model of joint working in this area should be used as an examplar for the other working groups.

Existing Integrated Health and Social Care Board

This structural representation of the current Health and Social Care Board should be used as a model for future joint working groups - with enabling workstreams such as information governance as well as delivery programmes promoting joint commissioning and integration on the ground.

Shared regional priority outcome

Both strategies identified particular groups of people within our population for whom we can improve our services by working more closely together. The Integrated Health and Social Care Programme Board drives this work forward.

REGIONAL PRIORITY OUTCOME THREE

The environment knows no boundaries, and accordingly Cardiff and the Vale share many of the same environmental concerns and priorities, despite having predominantly contrasting rural and urban environments. From dog fouling to carbon emissions, campaigns and awareness raising will be more successful across the region than individually.

Previous data and resource sharing initiatives in the existing environment programmes have been successful, and a representative from Natural Resources Wales covers both areas being represented in both partnerships at present, providing further reasons for collaborating in this area.

Cardiff Priority Outcome

Cardiff has a clean, attractive and sustainable environment

For Cardiff to be a clean, attractive and sustainable environment our priorities are to ensure that:
- Cardiff is a sustainable ‘Carbon Lite’ city
- Cardiff has a good quality environment
- Cardiff is a sustainable travel city

Vale Priority Outcome

Priority Outcome 3: Vale residents and organisations respect the local environment and work together to meet the challenge of climate change.

What outcomes do we want to achieve?
- A reduction in pollution and the risk of flooding.
- A reduction in the proportion of waste sent to landfill by increasing waste recycling rates and reducing levels of residual waste.
- Major developments meet exacting environmental and energy standards.
- Individuals and organisations are more aware of the impact of their actions on the environment and wildlife.
- Reduction in energy use and carbon emissions by 2013 leading to a reduction in costs and our collective carbon footprint.
- Increased public access and understanding of the natural environment.
- Protection of our historic buildings and landscapes whilst increasing the number of visitors.
- Greater public awareness about sustainability and how to protect the environment.

Shared Regional Priority Outcome

Whilst ultimately working towards a long term objective of reduced carbon emissions and sustainable lifestyles in the area, a collaborative approach to the environment can also have short term benefits for local communities and their environments, with projects focussing on fly tipping, dog fouling and other elements of the urban environment.

This combined working group will focus on addressing public awareness of sustainability, reducing energy use in homes and businesses, and agreeing shared environmental targets and standards for new and existing local developments.
REGIONAL PRIORITY OUTCOME FOUR

Community safety is one of the areas most appropriate for partnership working, and which directly impacts every organisation in the area. Issues such as sexual abuse, domestic violence and violent crime require a partnership response and collaborative prevention.

Cardiff Priority Outcome

People in Cardiff are safe and feel safe

For people in Cardiff to be safe and feel safe our priorities are to ensure that:
- People are safe from harm, abuse and exploitation
- Communities and neighbourhoods in Cardiff are cohesive
- People are free from crime and the effects of crime
- People are safe in their environment

Vale Priority Outcome

Priority Outcome 9: Residents and visitors are safe and feel safe and the Vale is recognised as a low crime area.

What outcomes do we want to achieve?
- A reduction in the level of recorded crime in the Vale of Glamorgan.
- A reduction in the perception gap amongst residents in terms of fear of crime.

Shared Regional Priority Outcome

People in the Vale and Cardiff are Safe and Feel Safe

Other Welsh authorities have driven partnership in this area through joining up teams such as youth offending, or sharing best practice of human trafficking prevention. In Cardiff and the Vale, it could be more appropriate to pool funds across all partners for specific services and client groups such as victims of domestic abuse; enabling a more joined up response and support from providers.

This working group will build on current work to prevent crime wherever possible using data and intelligence from across all agencies, and will adopt a coordinated approach to funding responses to crime.
Proposed changes to governance

Whilst changes to governance are not an end in itself, they are crucial to ensuring that Partnership activities are monitored and directed towards agreed goals and priorities.

If Cardiff and the Vale of Glamorgan want to work towards the vision outlined above, it will be necessary to have appropriate collaborative governance arrangements in place. We have spoken to other authorities in Wales who have developed shared governance arrangements (see Appendix B for full details, including lessons learnt and current governance), and used this information to develop a proposed regional governance structure for Cardiff and the Vale of Glamorgan, building on what has worked well, and what hasn’t elsewhere.

The current governance arrangements in Cardiff and the Vale are summarised at a high level in the diagram below. It is worth noting that although these structures are currently entirely separate, many of the same organisations and representatives attend both Boards:

Below we have outlined how this collaborative governance could be developed, including the high-level responsibilities of each body and their proposed membership.

The structures outlined below should work together to achieve a joined up view and vision of collaboration in the Vale of Glamorgan and Cardiff, enabling delivery to be joined up as much as possible across organisational boundaries.

To maximise the efficiency of these new structures, it is important that they do not simply ‘sit on top’ of existing structures, but rather absorb and replace bodies where there is currently duplication of membership or remit. At the very least, we recommend they replace the existing meetings and functions of:

- Health and Social Care Integration Board (which will instead become a priority outcome, with the same structure but feeding directly into the Collaboration Leadership Team)
- Regional Collaboration Fund Programme Board
It may be that with time, further bodies can be absorbed by this regional structure as appropriate.

It is also important that changes to governance are rolled out incrementally. The new joint LSB should be implemented quickly, but the joint working groups should be established in phases, with the approach piloted for one priority first. Community Safety was suggested as a suitable pilot working group but this would need to be considered and agreed by the Collaborative Services Board when it meets.

PROPOSED COLLABORATIVE GOVERNANCE

The function and suggested membership of each body in this new structure is outlined below.

**Collaboration Services Board**

**Function:** this will act as a joint LSB, providing strategic oversight and direction to the collaboration between Cardiff and the Vale of Glamorgan, setting the vision for the collaboration agenda and agreeing the high level priorities, and acting as the enablers of collaboration within their individual organisations and overseeing progress towards regional priority outcomes.

**Who:** political representatives from Vale of Glamorgan Council and Cardiff Council; Chair of the Health Board; Chief Officer of VCVS; Chief Officer of C3SC; senior PCC representative; Chief Executives of Vale of Glamorgan and Cardiff Councils; Chief Executive of the Health Board; senior representative from Probation; senior representative from South Wales Police; senior representative from South Wales Fire and Rescue Service; senior representative from Welsh Government.
Rationale: Evidence suggests that a small group of senior leaders meeting to set the vision for partnership and direct the strategy process is an effective way to lead collaboration. The Board members proposed are the statutory partners which are required to be involved in community planning through Local Service Boards.

Replacing: Regional Collaboration Programme Board, Cardiff Leadership Group, Cardiff Partnership Board, Vale LSB and Vale Implementation Group.

Suggested key responsibilities:
- Provide strategic leadership and management for the joint priorities
- Must have decision-making authority from all member organisations
- Quickly agree 3-4 key regional priorities, with time horizons, clear deliverables and performance measures showing either cost saving and/or service improvement
- Funding streams and relevant decisions to be rooted through the Board
- Clear performance monitoring and outcomes
- The Board must be closely aligned to corporate decision making processes
- The Board should help make visible the partnership priorities within each individual organisation
- Must have authority to challenge and hold organisations to account
- Must have authority to shape the agenda and “make things happen”
- Needs to bestow shared responsibility for delivery on agreed Senior Responsible Officers

Stakeholder engagement

Function: to enable the Collaborative Services Board and the joint working groups to seek input from a broad range of partnership stakeholders, to ensure that all joint plans and activity meet the needs of residents in the region. This could take place in a variety of ways, for example using existing engagement mechanisms with particular groups in each partnership.

Who: a broad range of stakeholders from across the region will need to be engaged, including partner organisations such as South Wales Police, Wales Probation Trust, C3SC, VCVS, Fire & Rescue Service, Natural Resources Wales, Higher Education and Further Education organisation in both areas, and local Community Councils.

In addition, it is important that service user views are sought, considered and addressed through the work of the joint LSB. For example, by engaging with youth forums, older people’s organisations, third sector organisations, provider representatives etc.

Rationale: Interviewees did not want to lose the ‘tight’ membership of current Boards by merging them into a large Board with wide membership. However wider stakeholder views are vital to inform the work of the joint LSB, and as such there should be regular and broad stakeholder engagement.

Suggested key responsibilities:
- Two-way communication - drawing in user perspective and feeding information into the Collaborative Stakeholder Group and Collaborative Services Board; also feeding information back on the results of these meetings to residents and stakeholders
- Should focus on a small number of priorities at one time to ensure that efforts and attention are not spread too widely
Working groups for priority outcomes

Function: To deliver on agreed regional priority outcomes and direct projects and task and finish groups as appropriate to effect practical changes which improve outcomes for residents across Cardiff and the Vale. Local working groups in both Cardiff and the Vale of Glamorgan will be maintained to ensure delivery of local priorities.

Who: Senior Reporting Officers from across all partner organisations will lead the working groups; with appropriate officers represented to manage delivery.

Rationale: Joint working groups are key to shared delivery, shared best practice and building relationships on the ground to explore further collaboration opportunities. Whilst at present there are examples of tactical joint commissioning taking place in specific areas of projects, these joint working groups will enable the practice to become embedded in delivery, and provide a forum for commissioning decisions as well as pooling of funds.

Replacing: some current working groups, partnerships and programme boards in priority areas.

Suggested key responsibilities:
- Each group to be commissioned by the Collaborative Services Board as required, to deliver a shared regional priority
- Ensure that each group has a clear purpose/remit and is focussed on an identified programme of regional work
- Identify existing resources that can be utilised to resource groups - potentially applying for change funding to resource work around shared priorities
- Ensure that there is flexibility within the proposed structure, allowing for emerging priorities to be focussed on and the collaboration to evolve as necessary

It is also recommended that the Cardiff Neighbourhood Partnership Programme Board and the Vale Implementation Board are maintained, to provide a forum for discussions relating to specifically local issues and service delivery. Some local working groups could also be maintained to ensure local plans are delivered.
**Proposed enablers**

Below we have outlined the key enabling actions and workstreams which are crucial to successfully delivering the priority outcomes above.

Additional enablers, such as risk sharing agreements or Memorandums of Understanding to create a presumption of collaborating, could be developed to further embed a culture of collaboration across the region.

<table>
<thead>
<tr>
<th>Enabler</th>
<th>Description</th>
<th>Action required</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Information sharing</strong></td>
<td>Cardiff and the Vale can use information innovatively to improve outcomes.</td>
<td>• In each priority collaboration area, set up a information sharing workstream</td>
</tr>
<tr>
<td></td>
<td>The region should aim to bring together information to help partners to deliver solutions that improve service experience; increase quality; improve decision making; eradicate waste; and provide greater detail about the services we provide.</td>
<td>• Look at the value of each piece of data in achieving the outcome goals, and at how the workstream could measure the return on investment of sharing the data. <strong>Collecting more and more data with no explicit objective will not generate value</strong></td>
</tr>
<tr>
<td></td>
<td>Ensuring that robust and comprehensive information and evidence is at the heart of decision making will be key to achieving the priority outcomes for the region.</td>
<td>• Despite stringent security requirements around certain datasets, this should not extend to all potentially valuable data. Some data must be open, to allow people to build their applications and information services from different organisations i.e. A&amp;E information on road casualties could inform road safety work</td>
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<td>• Apply ‘Information Principles for the UK Public Sector’ to audit current practices and highlight areas to improve</td>
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<td>• Embed information sharing as a ethos within each partner organisation - ensure the principles are put into performance objectives and reviews</td>
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<tr>
<td><strong>Leadership and outcomes culture</strong></td>
<td>Effective leadership and support from senior stakeholders are essential requirements to moving forwards in Cardiff and the Vale. Collaboration can involve a real or perceived loss of independence and relationships built on trust, as well as the ability to compromise are vital to success.</td>
<td>• Leaders from across all partners should be assigned a priority outcome to lead and direct</td>
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<tr>
<td></td>
<td>An outcomes focus will enable the programme to succeed,</td>
<td>• Board members should be responsible for ensuring Partnership approaches are rolled out and understood across their own organisation be accountable to the Collaboration Board</td>
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<tr>
<td></td>
<td></td>
<td>• The outcomes of each project and benefits for residents across the region should be clearly</td>
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because it accepts the value of projects that may not create large benefits for one of the partners involved, but instead contribute to a wider service improvement. communicated and agreed when any new project begins

| Way of testing costs and benefits of new approaches to delivery | Any business case supporting collaboration should be underpinned by robust analysis and a clear benefits statement to assist in maximising outcomes and evaluating the success of the project at the beginning, middle and end.  
This business case approach should be developed and shared across all priority outcome working groups, to ensure that a similarly robust process is followed in developing all projects.  
- Develop and agree business case approach which will be used to evaluate the feasibility and return on investment of collaboration projects |

| Simple and effective monitoring and evaluation of impact | To ensure clear progress monitoring and robust oversight mechanisms, Cardiff and the Vale should agree a shared monitoring approach, to simplify delivery and clarify how progress will be monitored on shared priorities.  
- Agree monitoring approach and format of reporting to be used for joint working groups  
- Measures will need to be developed for each priority outcome, but key measures should include:  
  - Changes delivered  
  - Impact on residents  
  - Comparative cost |

| Commitment of resources & partnership support | Adequate resourcing, in terms of funding, staffing and time, is central to the success of inter-agency working.  
Financial certainty and equity is important, as are explicit agreements about how partnerships will pool or share resources to deliver projects in collaboration - a clear will to commission jointly will enable shared working groups to put their plans into action.  
- Develop joint commissioning approach to resourcing partnership activities and projects - either blanket approach or within each priority outcome  
- Clarify roles of each partnership administration in coordinating, supporting and setting direction for collaborative agenda - roles, job descriptions and investment should be agreed through the collaboration Board |

25
Next steps

The immediate next steps for members of both existing Partnerships should be to:

- Consideration to be made by both Cardiff and VoG LSBs on collaborative delivery plan, with feedback provided following their next meetings
- Hold a meeting of the new joint LSB early in 2014, to decide how to take forward the shared programme of work

Below we have provided a suggested high-level timeline for the changes proposed in this document.
<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Q1 2014</th>
<th>Q2 2014</th>
<th>Q3 2014</th>
<th>Q4 2014</th>
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<tbody>
<tr>
<td><strong>Priority outcomes</strong></td>
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<tr>
<td>Agree and amend recommended priority outcomes at joint LSB level</td>
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<td>Appoint SRO to lead on each outcome; and host organisation if necessary</td>
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<tr>
<td>Develop and sign off 12 month delivery plan for each outcome</td>
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<tr>
<td><strong>Collaborative delivery</strong></td>
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<td><strong>Changes to Governance</strong></td>
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<tr>
<td>Hold first meeting of joint LSB (in shadow form)</td>
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<tr>
<td>Seek approval for new partnership structure within partner organisations</td>
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<tr>
<td>Formal launch of joint LSB</td>
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<td>Develop and sign off terms of reference for each body</td>
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<tr>
<td>Carry out pilot to test joint working groups approach for priority outcome areas</td>
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<td><strong>Enablers</strong></td>
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<tr>
<td>Decide how enablers will be resourced</td>
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<tr>
<td>Develop Information sharing protocols and agreements in each priority</td>
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<tr>
<td>Leadership and outcomes culture disseminated through all organisations</td>
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<tr>
<td>Way of testing costs and benefits of new approaches to delivery developed</td>
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<tr>
<td>Shared monitoring approach rolled out in joint working groups</td>
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<tr>
<td>Agreed route to resourcing partnership projects rolled out</td>
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</tbody>
</table>
Appendix A: Stakeholders interviewed

<table>
<thead>
<tr>
<th>Who</th>
<th>Position/Organisation</th>
<th>Partnership</th>
<th>Interview date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rachel Connor</td>
<td>Executive Director, Vale Centre for Voluntary Services</td>
<td>Vale of Glamorgan</td>
<td>05/09/2013</td>
</tr>
<tr>
<td>Bob Tooby</td>
<td>Head of Service - Cardiff and Vale Welsh Ambulance Trust</td>
<td>Vale of Glamorgan</td>
<td>05/09/2013</td>
</tr>
<tr>
<td>Joe Ruddy</td>
<td>Chief Superintendent South Wales Police (Commander of the Bridgend and Vale of Glamorgan Division)</td>
<td>Vale of Glamorgan</td>
<td>05/09/2013</td>
</tr>
<tr>
<td>Peter Greenhill</td>
<td>Assistant Chief Executive. Head of Local Delivery for Cardiff and the Vale, Wales Probation Trust</td>
<td>Vale of Glamorgan &amp; Cardiff</td>
<td>10/09/2013</td>
</tr>
<tr>
<td>Fiona Jenkins</td>
<td>Executive Director Therapies and Health Science at Cardiff and Vale University Health Board</td>
<td>Cardiff</td>
<td>11/10/2013</td>
</tr>
<tr>
<td>Phil Pinches</td>
<td>Head of Road Safety, South Wales Fire and Rescue</td>
<td>Vale of Glamorgan</td>
<td>16/09/2013</td>
</tr>
<tr>
<td>Dr Sharon Hopkins</td>
<td>Director of Public Health, Cardiff &amp; Vale University Health Board</td>
<td>Cardiff &amp; Vale of Glamorgan</td>
<td>17/09/2013</td>
</tr>
<tr>
<td>Sheila Hendrickson Brown</td>
<td>Chief Executive, C3SC</td>
<td>Cardiff</td>
<td>18/09/2013</td>
</tr>
<tr>
<td>John Harrison</td>
<td>South East Area Environment Manager, Environment Agency</td>
<td>Cardiff &amp; Vale of Glamorgan</td>
<td>18/09/2013</td>
</tr>
<tr>
<td>Eleanor Marks</td>
<td>Director of Communities, Welsh Government</td>
<td>Cardiff</td>
<td>23/09/2013</td>
</tr>
<tr>
<td>Cllr Joyce &amp; Sarah McGill</td>
<td>Leader of Cardiff Council and Director of Communities, Housing and Customer Services</td>
<td>Cardiff</td>
<td>25/09/2013</td>
</tr>
<tr>
<td>Belinda Davies</td>
<td>Chief Superintendent, South Wales Police (Commander of the Cardiff Division)</td>
<td>Cardiff</td>
<td>14/10/2013</td>
</tr>
<tr>
<td>Nici Evans</td>
<td>Partnerships and Citizen Focus team</td>
<td>Cardiff</td>
<td>23/10/2013</td>
</tr>
<tr>
<td>Maria Battle</td>
<td>Chair of Cardiff &amp; Vale University Health Board</td>
<td>Cardiff</td>
<td>29/10/2013</td>
</tr>
</tbody>
</table>
Appendix B: Partnership working across the UK

<table>
<thead>
<tr>
<th>Merthyr Tydfil and Rhondda Cynon Taff - Regional Joint Working</th>
</tr>
</thead>
<tbody>
<tr>
<td>The two County Councils of Merthyr Tydfil and Rhondda Cynon Taff work together jointly at both regional and local levels.</td>
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<table>
<thead>
<tr>
<th>How it works</th>
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<tbody>
<tr>
<td>In 2012 the joint Local Service Board became the Cwm Taf Regional Collaboration Board (meeting bi-monthly), while both areas continue to have separate locally focused LSB meetings (quarterly/bi-monthly) and separate Single Integrated Plans focusing on their local issues. The regional and local boards are structurally equal rather than hierarchical, and many of the same people sit on both groups. Each LSB has its own partnerships manager, and they take it in turns to organise the joint board. The chairs are not prescribed - currently chairs include the chief constable of South Wales police, and a public health chair of the substance misuse forum.</td>
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</tbody>
</table>

| At a regional level, there are priority workstreams such as health and social care, transport project, asset management and procurement. Whilst there is recognition that their populations are similar and face similar issues, there are also separate working groups for local issues. |
| The two LSBs work jointly in many local areas, for example undertaking joint consultation to feed into their individual plans. Joint working group forums include: adult social care and health, youth offending, domestic abuse and sexual violence, area planning and substance misuse commissioning, and empty housing. There are also joint projects in progress currently setting up a consultation hub and joint data sharing website. The two Councils have also been working together in many different ways aside from the LSBs e.g. waste management. |

<table>
<thead>
<tr>
<th>Benefits/Challenges</th>
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<tbody>
<tr>
<td>Police and health have a particular interest in working together as their borders lie across both counties and they have benefited from this joint working. Shared consultation and joint working brings efficiencies, avoids duplication and means each area draws on the same evidence base.</td>
</tr>
<tr>
<td>It is easier now that the Councils share the same political control, but progress was still made when political control differed by involving Elected Members in a transparent manner.</td>
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<table>
<thead>
<tr>
<th>Lessons learned</th>
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<tbody>
<tr>
<td>Good relationships and support at leadership level are key to progress, creating a commitment to look for opportunities to work together despite the climate of financial pressure. There is an expectation that the upcoming Future Generations Bill will enforce local single integrated plans rather than regional ones.</td>
</tr>
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<table>
<thead>
<tr>
<th>Conwy and Denbighshire - Joint LSB</th>
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</thead>
<tbody>
<tr>
<td>Conwy and Denbighshire have taken the step of formally joining up their Local Strategic Board.</td>
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</table>

<table>
<thead>
<tr>
<th>How it works</th>
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<tbody>
<tr>
<td>As well as a joint LSB, across both areas there is also a joint Local Safeguarding Children’s Board, joint Community Safety Partnership, and joint Health, Social Care and Well-being partnership. These are currently under review and the latter is being restructured.</td>
</tr>
</tbody>
</table>
For Community Safety, a single co-located CSP team manages the two partnerships from police premises. The manager is employed/hosted by Conwy. There is also a single substance misuse action coordinator.

The joint LSB meets quarterly and there are areas of joint / overlapping priorities which will be formalised next year. However, each of the Councils has separate implementation structures and creates their own Strategic Implementation Plan. For example, Conwy has implementation groups, while Denbighshire has a strategic partnership board.

There are 3 cross-county LSB projects: workforce development (apprenticeships and work experience), financial inclusion and anti-poverty, and progressive engagement pathways (initiatives to reduce duplication and support people back into employment, education and training). Using ESF grant funding, these projects all have a project manager, project board and project team. Issues that need to be escalated go up to the LSB.

**Benefits/Challenges**

The three joint projects have been working well and making progress against their objectives. Some challenges have been identified around working with separate integrated plans and different partnership structures, as well as increased scrutiny reporting and ensuring that meetings are kept focused.

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**Lambeth and Southwark - Integrated working in health and social care**

Since 2012, hospitals, NHS Foundation Trusts, Clinical Commissioning Groups, local GPs and the two borough councils in Lambeth and Southwark have been working jointly to deliver a single, streamlined system of care for older people.

**Goals / key drivers**

Each of the partners is contributing to make savings of £13.9 million a year, and is aiming towards a single budget. The aim is to identify commonalities in care in order to streamline services, as well as improving the coordination of preventative care to reduce avoidable admissions to hospital or care homes. It is also intended to improve patient experience and quality of care.

**How it works**

The three year project is unique as social care has been involved from the outset, and acute hospitals have agreed to invest in out-of-hospital preventative work.

The two Councils share a joint NHS/Council Director of Public Health & public health team. In 2009, Southwark Primary Care Trust and Southwark Council’s Social Services Department were among the first in the country to develop an integrated health and social care system, i.e. joint teams of social workers and health professionals at a locality level and shared senior management. This included operational pooled budgets split between the Council and PCT, for mental health, learning disabilities and equipment.

The new systems redesign is part funded by partners, with input from Guy’s and St Thomas’ Charity. It includes changes to governance, cross-sector reporting, joining up IT systems for real-time sharing of patient information, staffing, and finances. There has been significant investment in IT, and joint equal partnership boards with 3 co-chairs have been established.

As a result, multi-disciplinary teams across Lambeth and Southwark now coordinate the care of higher-risk patients with complex needs: patients are discussed and actions agreed at integrated meetings of professionals.
### Benefits/Challenges

It is predicted that hospital bed days will fall by 14% and residential care placements by 18% after the three years. Costs are predicted to be recouped completely by 2015/16. Pooled budgets provide economy of scale and efficient deployment of resources that match need and service re-design. Service users can move between both systems without being constrained by bureaucracy and risk is shared. This also prevents ‘cost shunting’ between organisations.

IT and information governance are an ongoing challenge, with continual efforts being made to join up systems so that patient data can be shared across sectors. The NHS operating framework is re-released every year creating instability and renegotiations every year. GPs are fundamental to integrated care but communicating with the 95 local practices required a lot of leg work. Other challenges have included cultural differences and professional boundary issues.

### Essex - shared asset management

Essex Property Asset Map (EPAM) is an innovative example of public sector agencies working collaboratively around estate management, and is the first in the country to also include central government data.

#### How it works

Begun in 2011 and launched in 2013, EPAM is a cloud based mapping system containing exported estate data from all 17 local authorities, Police, Fire & Rescue, central government and the NHS in Essex. It allows all partners to view each other’s asset use and tenure type.

The system is hosted by a Borough Council and is password protected. A Professional Advisory Group of asset managers now manages the initiative. They are now beginning workshops to identify potential efficiencies.

#### Goals / key drivers

The aim is to use the map to identify potential collaborative opportunities which can then be explored face-to-face, drawing on the premise that good data creates a foundation for future change.

#### Benefits/Challenges

In 2010, a report estimated potential savings of £120-210m – this figure is a best case scenario, but future rationalisation is expected to achieve significant savings.

#### Lessons learned

Essex County Council was the largest partner, but recognised the need to work from the bottom up and allow partners to develop their own solution.

### Ealing - data sharing

Ealing’s LSP partners created a publicly available data and mapping tool which displays statistics from multiple agencies. [http://www.ealinginsight.co.uk/](http://www.ealinginsight.co.uk/)

#### How it works

Launched in 2013, Ealing Insight displays data from various sources, including the census, indices of multiple deprivation and the NHS on a ward or area basis. It means that data
from the police, fire brigade, Job Centre Plus, the voluntary sector and other local agencies is held in one location. Licenses are split between police, voluntary sector, health and the Council.

**Goals / key drivers**

The tool will support smarter partnership decision-making, by ensuring common data sets between agencies, more effective resource allocation and evidence to evaluate local interventions.

Another driver was the Open Data agenda - Ealing Insight is accessible to the public and acts as a one stop data hub for residents - showing key locations and services with links to more information. The site also aims to deliver efficiencies through reduced data requests.

**Benefits/Challenges**

Launched recently, it is already being used to inform local strategies. Costs were kept low by using a standard platform (costs of £29k in year one and £15k in year two).

**Lessons learned**

Given the amount of data, each agency was made responsible for updating their own area. Uploading data was automated as far as possible, and it was important to sell a clear end vision to stakeholders from the outset.

---

**Joint working - Youth Offending Teams**

The 3 local authorities of Swansea, Bridgend & Neath Port Talbot are currently in the process of merging YOTs into a single ‘Western Bay Youth Offending Service’.

**How it works**

Since Dec 2012, an Interim Combined Regional YOT Management Board has been meeting monthly, alongside the individual area Management Boards. Since Welsh government funding was received in June 2013, 6 workstreams are in progress for Finance, Legal, HR, ICT, Communication and Estates. Joint legal services are drawing up Partnership agreement & Finance is costing for pooled budget. Offices are not going to be rationalised.

Aiming for completion in 2014, the project will allow staff to work across all areas, and will streamline the range of policies and procedures into a single method, with a single management structure. A single joint budget is also planned - the services are currently being costed and a % spend from each authority will be agreed, probably to be based on population size.

**Goals / key drivers**

The case for joint working was driven by financial pressures, a drop in case-load, Welsh government encouragement, and unnecessary duplication of meetings.

**Benefits/Challenges**

The expected benefits from the new structure include shared expertise and best practice, new job opportunities, a better service to young offenders and increased power when commissioning or making bids.

There have been challenges around accountability and scrutiny arrangements, HR issues, each area’s attachment to their way of working, ICT issues and decision over lead authority. These have been overcome through strong leadership from above.

**Lessons learned**
Political buy-in is important, so elected Members are encouraged to attend all meetings. Stakeholder buy-in is helped by allowing input at every stage, being transparent and keeping people updated. There is a need for strong leadership so that there is purpose and belief in working together. It has worked because the politicians and Chief Executives are all on board and want to show they are achieving collaboration. A dedicated resource (Project manager in this case) has been highly beneficial.

### Shared youth offending services - London

In January 2012, three West London boroughs (Hammersmith and Fulham, the City of Westminster, and Kensington and Chelsea) launched a tri-borough youth offending service.

#### How it works

Each council still has its own dedicated team, but court services, staff training, restorative justice and business support are shared.

#### Benefits/Challenges

This joint working is expected to save each borough £200,000 annually for the next three years.