Developing integrated partnership working in Cardiff: A Case Study
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1. Developing partnership working in Cardiff

Like all areas in the UK, Cardiff responded to the drive for greater collaboration across services and organisations that emerged over the last decade. This took the form of four statutory partnerships; the community planning partnership (Vision Forum), Community Safety Partnership (Safer Capital), Children and Young People’s Partnership and the Health Alliance.

In 2007, local partners began establishing Local Service Boards (LSBs) to progress a new policy agenda, shaped around five key themes:

- Putting citizens first
- Working together to deliver
- World class workforce
- Better value for the Welsh pound
- Driving the change: government, resources and performance

The new LSBs were to focus on action and joint delivery as well as joint planning and were in many respects seen as the ‘lead’ partnerships within an area. In essence, their purpose centred on delivering efficiency and effectiveness by focusing on people, places and integration. This local, citizen-centred focus resulted in each LSB developing differently.

1.1 The Local Service Board – Taking partnership working in Cardiff forward

Cardiff partnership arrangements comprised three distinct elements reflecting the **strategic leadership, strategic management, and operational delivery** responsibilities of the partners. The Cardiff LSB aimed to strengthen local public service leadership to tackle ‘fundamental and unmet’ challenges from a citizen perspective and ensure an effective whole-system response to need. The membership of the Cardiff LSB Executive comprised:

Chief Executives or equivalents from:

- Cardiff Council
- Cardiff & Vale University Health Board
- South Wales Fire & Rescue Service
- South Wales Police, Cardiff Basic Command Unit
- Cardiff Third Sector Council
  &
- Director General, Local Government and Communities, Welsh Government

Focusing on a smaller core team of statutory partners and the voluntary sector created effective arrangements for tackling key issues relating to service improvements and facilitated open discussions regarding integrating public services. LSB partners committed to leave ‘institutional baggage’ behind to develop collaborative activities which involved greater information sharing, intelligence-led responses, aligned resources, joint commissioning and better understanding one another’s existing responsibilities.
1.2 Team Cardiff - Creating an environment and culture for change

The Cardiff LSB was seen as different to other partnerships; it was not statutory and could therefore be more self-directed. This was demonstrated by an emphasis on ‘unblocking’ systemic problems and a dynamic, responsive programme of work. The key characteristics of the Cardiff LSB were:

- **Shared Language** – encouraging an understanding of the purpose of the LSB between all partners;
- **Problem solving** – using the seniority of members to ‘unblock the system’ and bring their collective expertise to bear on intractable problems;
- **Progress Reporting** – avoiding the temptation to just report good news and ensuring that Board members and project managers felt comfortable having honest conversations regarding barriers to progress;
- **Capacity** – Coordinating capacity to allow partners to participate at different times and with different levels of resource without being seen as not committed;
- **Importance of Focus** - the Cardiff LSB agreed to focus on priority areas where it can add value to effective collaborative working.

Ultimately, the goal was to create an environment that was both supportive and challenging. This was vital because the intention had always been to trial new things and work in new ways to solve shared problems. This cultural shift helped to create a permissive, action-learning environment capable of supporting innovation.
As part of the LSB arrangements a new model of **neighbourhood management** was developed. The model epitomised the ‘team Cardiff’ approach to partnership working, providing a coherent structure for allowing organisations to work together within defined local areas. There are multi-agency teams each based in one of six specific localities in Cardiff, which was made possible by each organisation agreeing to realign their definitions of neighbourhoods to new shared boundaries. The teams share local intelligence to solve problems for their particular neighbourhood. This means that a range of expertise from across the public and voluntary sectors is brought to bear on the issues that really matter to communities.

**Cardiff’s 6 neighbourhood management areas**

The initiative has increased partners’ awareness and understanding of their respective roles and activities, leading to more collaborative and responsive working. It has also redefined the conventional way of working by concentrating on bringing decision-making and resources closer to communities, through a model tailored specifically to Cardiff. Already the model has been very successful, delivering tangible improvements in each neighbourhood and has helped us to target our resources where they are needed most.
2. A shared vision and shared outcomes: Integrating partnership working

2.1 Rethinking Team Cardiff

The culture of challenge and continual improvement that developed through the LSB led to fundamental review of the totality of partnership arrangements in the city. Whilst individual partnerships and groups had achieved positive outcomes, organisations or partnerships often operated separately but on similar issues suggesting the need for increased ‘leadership of place’. It also became apparent that there was a considerable amount of resource invested in partnership working and as a result there was a growing need to rationalise existing arrangements to reduce duplication and increase effectiveness.

One of the first steps in reviewing arrangements in 2008 was for the LSB to undertake a survey of the 3 statutory partnerships (Community Safety, Health Alliance and Children & Young People) focusing on membership, meeting attendance, annual priority setting, budgets, links to the Community Strategy and performance measurement and accountability.

The survey revealed a complex partnership structure had built up in the city. The main findings revealed that a total of 118 groups existed for the partnerships. Of the 118 groups contacted, 50 responses were received revealing that there were 912 membership ‘places’ and some 560 individuals involved.

Statutory Partnership Complexity...

This piece of work provided the impetus for the LSB to lead the way in refocusing partnership activity towards a coherent set of shared outcomes. Partners agreed to move away from silos based around themes or sector interests, towards a set of agreed common goals.
2.2 Developing shared outcomes

In order to refocus this myriad of activity, partners agreed to produce a single integrated partnership strategy for the city. It was agreed that the strategy would replace the previous statutory plans for each partnership; the Community Strategy, the Children and Young People’s Plan, the Health, Social and Well Being Strategy and the Community Safety Action Plan.

From four plans to one …

A single strategy meant explicitly outlining a shared agenda, which had never been done before. Partners had agreed to deliver a collective vision in the previous Community Strategy:

‘By 2020… Cardiff will be a world class European capital city with an exceptional quality of life and at the heart of a thriving city region’

However, aligning resources across organisations and partnerships in order to make this vision a reality represented the next stage of integration.

Partners began by considering the key strategic outcomes that would realise the vision. In November 2009 a workshop was held to formally agree a set of strategic outcomes for Cardiff and consider appropriate indicators of success. In line with the focus on people and places, partners shaped the objectives in the form of ‘citizen outcomes’. Partners agreed that in order to deliver the vision, organisations needed to work together to ensure;

1. People in Cardiff are healthy;
2. Cardiff is a clean, attractive and sustainable environment
3. People in Cardiff are safe and feel safe;
4. Cardiff has a thriving and prosperous economy
5. People in Cardiff achieve their full potential
6. Cardiff is a great place to live, work and play
7. Cardiff is a fair, just and inclusive society
These 7 outcomes represent the conditions of well being that are the long term aspirations for the next 10 years. They were based on the identified priorities of previous partnership plans and were consistent with the 19 strategic statements outlined in the former Welsh Assembly Government’s One Wales Agreement.

By identifying 7 outcomes that resonated with every partner organisation it became easy to see how activities could be more sensibly and effectively aligned around one set of outcomes than a number of distinct strategic documents.

**Example of how existing partnership strategy priorities can contribute towards an outcome:**

<table>
<thead>
<tr>
<th>Outcome: Cardiff is a fair, just and inclusive society</th>
</tr>
</thead>
<tbody>
<tr>
<td>No child or young person is disadvantaged by poverty</td>
</tr>
<tr>
<td>Enable people with a learning disability to live within their own homes and communities wherever possible, promoting their independence and social inclusion</td>
</tr>
<tr>
<td>Offender management</td>
</tr>
</tbody>
</table>

Discussions also highlighted how a range of priorities from different organisations and partnerships could be aligned against each outcome, allowing any duplication or gaps in provision to be identified. The unique strength of this approach is that it shows the impact that partners’ actions can have on multiple issues, highlighting the direct and indirect impact in unexpected areas. An example was the activities addressing young people who are not in education, employment or training tended to be located within the remit of the Children & Young People’s Partnership. Yet the reality is that when partners looked at the priority from the issue perspective (as opposed to the partnership), there are contributions which the Health Alliance could make (i.e. mental health support), Safer Capital (anti social behaviour) or from the business community (employment opportunities).

Uniquely, partners agreed to align all activities around these 7 citizen outcomes and this provided the foundations for the development of the new integrated strategy, ‘What Matters: The 10 Year Strategy for Cardiff’.

Partners came together again in April 2010 to consider the long-term trends in Cardiff, agree a planning framework for the strategy and a structure for the local ‘needs assessment’. Crucially, each step of the process involved a large number of diverse partners to ensure that the end result was genuinely representative and shared. Building consensus across so many organisations that function differently and face different pressures takes time. Consequently, the investment in a democratic and open process was essential and ensured that there was the requisite ownership across partners who would be required to delivery the agenda.

**2.3 Linking Strategic Vision and Operational Delivery**

The other compelling advantage of a new integrated approach was the ability to link strategic planning with operational delivery within each of the six neighbourhoods across the city. The new strategy and outcomes-based approach enables a ‘line of sight’ throughout the layers of
partnership activity, ensuring that information can travel both up and down. This means that instead of delivering a ‘one size fits all’ approach partners can use intelligence to target resources on particular issues in each of the areas. By having each of the partners represented on a neighbourhood team, partners have been able to undertake multi-agency problem solving and work directly with local elected members and communities to devise solutions which address the specific circumstances in a particular area.

From vision to action...

What Matters Strategy - Strategic Vision and City Wide Actions

Operational delivery based on local needs – informs Neighbourhood Action Plans

Cardiff Neighbourhood Management Teams

1. Cardiff North
2. Cardiff East
3. Cardiff South East
4. City & Cardiff South
5. Cardiff South West
6. Cardiff West

2.4 Responding to economic realities

Although the emphasis has been on improving outcomes for citizens through joined-up services, aligning activities around shared outcomes has also enabled partners to reduce duplication and improve efficiency. The objectives at the outset were therefore to improve outcomes for citizens and also deliver better value for money in a time when public sector budgets are being substantially reduced.

In addition, the economic crisis has brought the city’s priorities into sharper focus, forcing partners to accept that it is no longer possible to do everything. The development of the strategy has therefore encouraged focused and mature conversations about the key issues for the people of Cardiff, resulting in genuine prioritisation.

2.5 Understanding current need

In order to determine our immediate priorities, partners undertook a comprehensive assessment of current need in city, led by Cardiff Research Centre. This provided an in-depth snapshot of where the city is in relation to the 7 outcomes. Within each, it highlighted areas of strength and weakness. Some of the headlines include;
• The city’s population has grown considerably in recent years, and there were over 35,000 more people living in Cardiff in 2009 than in 1995. This growth is expected to continue as current Welsh Government 2008-based sub-national projections suggest a potential 26% increase in Cardiff’s population in the period 2010-2026.
• Cardiff’s share of the number of people living in Wales’ most deprived communities rose from 17.7% in 2005 to 18.4% in 2008.
• Life expectancy in Cardiff is the same as the all-Wales average. However, this only tells a small part of the story – the difference in life expectancy between the Radyr and Butetown wards in Cardiff is 11.6 years.
• Overall, general health in Cardiff is a little better than the all-Wales average. 26% of adults in Cardiff reported having a limiting long-term illness in 2008/09, compared to a Welsh average of 27%. Though this is lower than the Welsh average, the figure is still high.
• 55% of people in Cardiff are overweight or obese, only 25% of adults meet the physical activity guidelines and only 40% eat fruit & vegetables 5 times daily.
• Cardiff is the main driver of the South Wales economy, and employs more than 200,000 people, around 40% of whom live outside the city’s boundaries.
• Cardiff contributes over a fifth to Wales’ total Gross Value Added (GVA).
• Cardiff has more of its population holding NVQ Level 4 qualification or higher than any of the English core cities.
• However, the city still lags behind many other UK cities in terms of GVA per capita and earnings.

Though individual partnerships had a statutory responsibility to produce a needs assessment ahead of their strategy development, this was the first time a single exercise has been undertaken. The benefits of undertaking a single needs assessment include;

• A substantial financial saving to each partnership, each of whom would normally commission the research.
• A saving in officer time by avoiding duplication of effort.
• A comprehensive picture of need in the city that presented information around the 7 outcomes helping to make previously unrepresented connections.

It was also agreed that the information in the needs assessment would be made available at varying levels so that it could be useful to different people at different times. The information was presented;

• At a city-wide level, structured around the 7 outcomes.
• At a neighbourhood level, providing tailored ‘neighbourhood profiles’ for each of Cardiff’s 6 neighbourhoods.
• At electoral ward level.
• Around specific ‘communities of interest’, such as children and young people and older people.

Though this exercise was a valuable basis for the development of shared priorities it was agreed that it could not be a one-off, time-limited exercise. Partners recognised the vital importance of continual, up-to-date information which could provide genuine ‘intelligence’.
By September 2010 partners agreed the collective priorities for achieving the 7 outcomes for Cardiff and a draft of the What Matters strategy was prepared. The draft was then approved by a ‘joint partnership board’ - a meeting of the top-level decision-makers from across the partnerships and partner organisations - in November 2010 ready for consultation.

2.6 Performance and accountability

One of the key reasons that partnerships fail or partnership working is ineffective is a lack of accountability. At the outset, partners were determined to find a robust performance management framework that chimed with the principles of partnership working in Cardiff and would work for all partners.

Partners agreed to use the Results Based Accountability (RBA) methodology, which had been piloted in pockets, across the whole partnership. The approach fitted with direction of partnership working in Cardiff because it;

- Embeds a focus on outcomes, rather than process
- Can offer integration across range of organisations because it shifts the measure to outcomes and away from process
- Makes connections between distinct activities and their impact on groups and broader population
- Encourages the continued use of evidence to inform practice
- Builds in self-monitoring, encouraging practitioners to be responsive and thereby ensuring need is met.

During spring 2010 over 300 people across the partnership were trained in RBA so work could be undertaken to identify the key measures of success that would help partners determine if the seven outcomes are being delivered or if the key trends in the city are improving.

Partnership workshops were held to identify a number of ‘lead indicators’ or ‘bellwethers’ which would help measure progress against the outcomes. In RBA terms, the bellwethers help to identify the things that partners need to do to ‘turn the curve’, or get the trend moving in the right direction. These are then presented in the form of report cards for each outcome.

RBA outcome report cards

RBA will be key to the success of partnership working in Cardiff as it will create lines of accountability across diverse organisations, up to a board of decision-makers who will be empowered to hold projects and programmes to account. By establishing these lines of accountability we will be able to develop the challenge culture that is necessary to drive improvement for the citizens of Cardiff.
2.7 Consulting with our citizens

Ultimately, the What Matters strategy is about the critical issues for the city and people and as a result it is essential that residents are part of the process. In order to find out what matters to the people of Cardiff, partners carried out extensive consultation, through a variety of mediums.

Ordinarily, each individual partnership would consult on their respective plan. However, as part of the new integrated approach, a project team – led by Cardiff Research Centre - was established across all partners to enable a collective piece of work to be undertaken to reduce duplication of information and enable a shared view and understanding of the data across all sectors. In addition, partners went one step further and as part of our ongoing efforts to streamline our processes and become more efficient, feedback from other consultation exercises that could add to the overall picture was also incorporated. This is a response to the fact that individual organisations run a number of consultations on a range of issues which means that people are often forced to repeat their views in different fora. In addition to Cardiff partners, the Vale of Glamorgan Council was also involved in the team to help inform planning where services may cross local authority boundaries.

This approach is clearly more efficient, but it also means a broader range of views are incorporated, thereby enabling more responsive citizen-centred services to be planned. Furthermore, by not going back to our residents time and again, forcing them to repeat the same information, we can build a more productive and trusting relationship.

The consultation programme involved in excess of 1500 people and the various strands included:

- ‘Your City, Your Future’ Consultation on the vision and priorities of *What Matters* & the Local Development Plan (the document that will set out policies and proposals for the future development and use of land in Cardiff up to 2021)
- On-line survey on *What Matters* priorities
- Stakeholder responses to *What Matters*
- The Cardiff Conversation – *What Matters* to business event
- 11 Neighbourhood engagement events across the city
- Cardiff Third Sector Council Neighbourhood Road-shows
- Cardiff Council Joint Scrutiny Panel Task & Finish Group
The What Matters consultation timeline

Nov 2010: Completion of Strategic Needs Assessment & Draft Strategy

Dec 2010: Launch of 12 week formal consultation on www.askcardiff.com

February-March 2011 Neighbourhood Engagement Events

Nov - Dec 2010: Survey on City Vision & 7 Strategic Outcomes
- Questionnaire in Capital Times
- Postal survey to 5000 households
- Citizens Panel
- On-line Survey
- Informing What Matters and Local Development Plan

Jan 2011:
- Launch of the Cardiff Conversation – What Matters to business event
- Voluntary Action Cardiff Visioning Event

How well do you know Cardiff?

Press the button that corresponds to your selected answer
You can see how you have voted by looking in the display screen at the top of the handset
If you change your mind or make a mistake press the C key and re-submit your new answer

Create community spirit, mix young and old generations, a more cohesive society - Citizen’s Panel

Making Cardiff clean and attractive will benefit citizens’ well-being and have a good feeling factor SmartGI: Random Sample

“Your City, Your Future” Consultation 2010

Cardiff Centre
Cardiff West
Cardiff North
Cardiff East
Cardiff South
Cardiff South West
City & Cardiff South
Cardiff South East

The consultation revealed a strong consensus around the priorities for delivering the 7 outcomes, ranging from 89% agreement to 96% in the online survey.

The neighbourhood consultations also showed strong support for the city-wide priorities and highlighted the big issues within each locality, which informed the development of ‘neighbourhood action plans’ that were developed to deliver What Matters at the local level through the neighbourhood management teams.

The What Matters consultation showed how valuable a single, comprehensive exercise could be. It drew on local knowledge which has been used to inform the more detailed actions for delivery, helping us to build genuinely citizen-centred, responsive services. As a result, partners are committed to building on this and incorporating citizen views into service design and delivery as we go forward.

3. Towards a new partnership model

3.1 Developing the Cardiff partnership model

Following the development of the draft IPS, a joint meeting of the Partnership Boards took place on 26th October 2010 to consider the partnership structures required to enable the successful delivery of the new Strategy. Due to the need to focus on outcomes as opposed to thematic partnerships, partners agreed to explore the development of a new partnership delivery model which considered the creation of a single, integrated ‘Cardiff Partnership Board’ which is supported by an integrated support team providing;

- Business intelligence to inform decision making
- Effective communications to promote the vision, priorities and achievements of partnership working
- Robust performance management reporting to monitor progress and delivery of outcomes
- Policy advice and secretariat functions
- Consultation and engagement capacity
- Neighbourhood delivery capacity

In order to develop the new partnership model, the Cardiff Executive Local Service Board worked with Local Government Improvement and Development (LGID) which is part of the Local Government Association. The new model (see Appendix 2) was agreed by the Local Service Board and by partners at a further meeting of the Joint Partnership Boards on 18th May 2011. The new model was established in October 2011, with the intention of;

- Providing strategic leadership for the Cardiff agenda via an annual ‘State of the City’ conference and series of symposiums to facilitate stakeholder engagement.
Replacing the Vision Forum with the Proud Capital Leadership Group, who will be a more focused group of elected representatives and Chairs from previous partnerships who will provide strategic leadership for the partnership as a whole.

Replacing the existing partnership boards with one integrated ‘Cardiff Partnership Board’.

Ensuring there is a robust performance management framework with emphasis being placed on outcomes and delivering a smaller number of identified priorities.

Developing a task group approach to ensure flexible allocation of resources to meet identified need.

Enabling a ‘line of sight’ between the What Matters strategy and the work programmes of the six neighbourhood management areas.

Enabling the establishment of an integrated partnership support team to oversee activity.

Ensuring that statutory requirements are met.

Providing a platform for greater collaborative working and realisation of efficiencies between partners (including closer alignment of partnership resources to deliver shared outcomes).

The membership of the Cardiff Partnership Board comprises the previous Cardiff LSB Executive, which includes the chief executives or equivalents from;

- Cardiff Council
- Cardiff & Vale University Health Board
- Cardiff Third Sector Council
- South Wales Fire & Rescue Service
- South Wales Police – Cardiff Basic Command Unit
- and the
- Director General, Local Government and Communities, Welsh Government

To recognise the statutory requirements relating to community safety, the Assistant Chief Probation Officer has also joined the Board.

The Board currently meets monthly and oversees the programme of priority workstreams (see Appendix 3 for the full list) which have been informed by the strategic needs assessment, community engagement and statutory requirements. Each of the programmes and workstreams have an identified lead who is accountable to the Cardiff Partnership Board for demonstrating progress is being made. As part of the new ‘challenge’ approach, the Cardiff Partnership Board also considers the views of neighbourhood management teams, front-line services and service users to get a better understanding of progress on the ground and where barriers to delivery may still remain.

### 3.2 Statutory Requirements

Due to the innovative approach taken in Cardiff to develop an Integrated Partnership Strategy, partners have worked closely with the Welsh Government (WG) to ensure
that they have been content with the new model and that all statutory requirements have been met. To assist this process, partners have produced a technical context document to outline how all elements have been addressed. However, it has also been recognised by both partners and WG that there are actually relatively few requirements pronounced by the legislation or the accompanying guidance, and the mechanisms for the development and delivery of the strategies are largely subject to local discretion to enable areas to reflect the requirements in a way which can respond to local need. WG also announced their intention to formally adopt this approach nationally; the paper to the Partnership Council for Wales on 21st July 2011 proposed that single integrated plans should be in place by April 2013 and that both Children & Young People’s Partnerships and Health, Social Care & Well being Partnerships will be ‘stood down’. This intention was supported by the issuing of a consultation on new statutory guidance, Shared Purpose- Shared Delivery in January 2012.

3.3 Where next?

Following the approval of the What Matters Strategy by the Joint Partnership Boards of the Proud Capital Vision Forum, Local Service Board Executive, Children & Young People’s Partnership, Health Alliance and Safer Capital on 18th May 2011, the document was formally agreed by each individual statutory organisation in June 2011.

At the Joint Partnership Board it was highlighted by all partners that to ensure successful delivery of the Strategy it will be important that all organisations mainstream the activities as appropriate in recognition of the fact that the priorities are in fact the ‘day job’ of many partners and should not be seen as additional activity or new initiatives. Subsequently all partners have agreed to embed the seven outcomes within their business plans.

The new Cardiff Partnership Board now has responsibility for overseeing the operational delivery of What Matters and associated priority work programmes through a new and innovative model. Though the structures are different, partners are committed to developing the culture and energy that has come to characterise partnership working in Cardiff. The new model operates in an environment which is challenging and supportive, where courageous conversations are the norm. Fundamentally, the focus will always remain on improving outcomes for the people of Cardiff.

Also of crucial importance is that the permissive, action-learning approach continues in order to support innovation and responsiveness. This will enable partners to continue to drive improvement and tailor services to meet the needs of citizen and communities in Cardiff.

Partners also intend to build on the citizen-centred model and take it further by piloting work that embraces the principles of co-production. This will help us build positive and trusting partnerships with our communities. Vitally, partners recognise
that ‘partnership’ does not refer exclusively to professionals, but to everybody who is invested in the success of Cardiff and that necessarily includes citizens. The challenges we face, such as achieving preventative healthcare, the delivery of affordable housing, reducing carbon emissions and caring for elderly people will only be met if we can successfully work together to release the potential of our communities. Our services will therefore be underpinned by an emphasis on building citizen resources, utilising their strengths and developing their capabilities and resilience. Our new model creates an environment where this is possible.
Appendix 1

What Matters Strategy Timeline

**Nov 2009**
RBA conference and agreement of the 7 strategic (population) outcomes

**April 2010**
- 2020 Futures Event to map trends
- Workshop to agree planning framework and structure of the needs assessment

**June 2010**
Annual Proud Capital Conference to consider measures of success

**Aug - Sept 2010**
Partnerships identified priority actions to “turn the curves”

**Oct 2010**
- Draft of the IPS (“What Matters”) considered by Joint Partnership Board
- Mapping of neighbourhood level needs assessment to outcomes
- Development of citizen portraits

**Nov 2010:**
Completion of Strategic Needs Assessment & Draft Strategy

**Dec 2010:**
Launch of 12 week formal consultation on [www.askcardiff.com](http://www.askcardiff.com)

**February-March 2011**
Neighbourhood Engagement Events

**Appendix 1**

Jan - March 2010
Agreement of the IPS approach by all partnerships

**May - June 2010**
Trained over 300 people in RBA

**July 2010**
- Workshop to develop indicators
- Completion of city wide needs assessment

**Sept 2010**
Workshop to agree collective priority themes

**Oct - Nov 2010**
- Partnerships developed report cards using standardised reporting templates
- Partnership Review commissioned to develop a new delivery model

**Nov - Dec 2010:**
Survey on City Vision & 7 Strategic Outcomes
- Questionnaire in Capital Times
- Postal survey to 5000 households
- Citizens Panel
- On-line Survey
- Informing What Matters and Local Development

**Jan 2011:**
- Launch of the Cardiff Conversation – *What Matters* to business event
- Voluntary Action Cardiff Visioning Event

**April 2011**
- Consultation Summary Report Published
- Neighbourhood Report Published
- Schedule of amendments to the strategy

**May/June 2011**
- Approval of strategy by Joint Partnership Board and statutory partners through formal decision-making process.

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How well do you know Cardiff?

Press the button that corresponds to your selected answer.

You can see how you have voted by looking in the display screen at the top of the handset.

If you change your mind or make a mistake press the C key and re-submit your new answer.
How the Partnership Model works:

Overview of the model

The key elements of the Proud Capital Partnership model are:

1. **Business Intelligence** – Information is brought together from a range of sources to provide partners with historical, current and predictive analysis that shapes decision-making and identifies areas of focus. It brings together information from across the partnership, including both quantitative and qualitative data.

2. **Executive, Elected Member and senior management** – Key decision-makers from each partner organisation have the opportunity to respond to business intelligence and influence priority setting, ensuring that organisational knowledge is included and there is legitimacy and accountability.

3. **The Proud Capital Leadership Group** – The Proud Capital Leadership group provides strategic leadership for the partnership model as a whole. Membership includes elected representatives from the previous partnerships who will oversee all partnership activity and direct the strategy and review process, providing vision and leadership.

4. **Cardiff Partnership Board (CPB)** – The CPB provides strategic management of partnership activity. Membership consists of senior managers from across partner organisations and previous partnership boards. They hold responsibility for monitoring progress towards the achievement of the high-level outcomes and associated partnership priorities. This involves monitoring the progress against both neighbourhood and city-wide issues through neighbourhood management teams and priority workstreams. In addition, the CPB is responsible for activating and deactivating new groups, based on business intelligence. They will also determine the new workstreams on this basis.

5. **Delivery structures** – Partnership priorities are delivered through two key mechanisms;

   - **Neighbourhood management** – Multi-agency neighbourhood management teams have responsibility for Cardiff’s 6 neighbourhood management areas. As such, they have developed their own action plans which respond to local priorities, as determined by business intelligence and local knowledge. If common issues spanning more than one neighbourhood management area arise, the issue can be addressed through a specific city-wide workstream.
   - **Programmes and priority workstreams** – The top city-wide issues have been determined by business intelligence, then associated workstreams that reflect these top issues have been proposed, then agreed by the CPB. Each workstream is chaired by a service professional who produces a report card which outlines the outcome they want to achieve, and other key reporting information. The CPB support by unblocking problems or offering
challenge if progress is not as expected. The ‘deactivation’ of a workstream will happen when the CPB is satisfied that the required outcome has been delivered and the measures of success have indicated a positive change in terms of performance or the work has been mainstreamed as part of the service delivery ‘day job’. The issue will be subject to a ‘watching brief’, in that the trends will be monitored but the resource allocated will be directed towards tackling other priorities as appropriate.

- **Cross Boundary / Regional Issues** – Recognising that some issues are best tackled at a larger geography than Cardiff, there is also a mechanism for cross-boundary working e.g. Integrated Health & Social Care.

- **Tasking and commissioning** – The various funding streams which have been allocated by individual partnerships in the past will be brought together into a single commissioning hub. In this way, funds can be directly aligned with partnership priorities. It will also streamline the commissioning process and ending duplication, thereby ensuring both a more targeted and more efficient approach.

- **Strategy and review** – At the end of the financial year a ‘State of the City’ conference will take place. The conference provides an opportunity for a review of progress of the previous year and to debate priorities for the following year. It involves a wide range of stakeholders and is an important mechanism for communicating the partnership agenda. There is also a mid-term review mechanism, which will be a smaller scale event than the State of the City Conference.

Throughout the year there will be smaller symposium events on community safety, children & young people, health and social care and the third sector. These events will enable a more detailed discussion on these areas and ensure that the statutory requirements are being met. The findings or recommendations can then be fed in to the Cardiff Partnership Board as appropriate.
Business Intelligence will be collated from a wide range of sources on a ‘live’ basis including community consultation; local and national data (e.g. crime or health statistics); Elected Member input; UK/national/local legislation or policy changes etc and analysed through a partnership ‘business intelligence function’.

Business intelligence will support better decision-making by using historical, current and predictive views of operations to shape actions and evaluate and monitor activity. It will;

- Identify the top issues for partners in Cardiff on a continual basis.
- Provide data for informed decision making/scenario-based (What if?) and appropriate measures
- Determine whether an issues is best addressed at a neighbourhood or city-wide level
- Feed information into the neighbourhood management teams
- Provide tailored updates for Elected Members
- Monitor high-level indicators
- Streamline consultation and engagement
- Respond to new national policy initiatives.

The function will ensure a greater reliance on data so that all of our activity is based on identified need.
Neighbourhood issues
Multi-agency neighbourhood management teams have responsibility for Cardiff’s 6 neighbourhood management areas. As such, they develop their own action plans which respond to local priorities, as determined by business intelligence and local knowledge. If common issues spanning more than one neighbourhood management area arise, the issue can be addressed through a specific city-wide workstream. Similarly, when city-wide workstreams identify a solution that is best implemented at the local level, they will work with the neighbourhood teams to do so.

City-wide issues
The top city-wide issues have been determined by business intelligence, then associated programmes and workstreams that reflect these top issues have been proposed and agreed by the CPB. The city-wide issues are:
- Those that do not have a geographical dimension
- Where an issues impacts on multiple neighbourhoods
- Longer term strategic issues
- Statutory issues

Cross Boundary / Regional Issues
Recognising that some issues are best tackled at a larger geography than Cardiff, there is also be a mechanism for cross-boundary working e.g. Integrated Health & Social Care.
The Proud Capital Leadership Group oversees the partnership model as a whole. They direct the strategy and review process and are kept up-to-date on progress by the CPB.

The CPB have responsibility for monitoring the 7 strategic outcomes and ensuring the ‘curves are turning’. If this is not happening then they will be able to hold specific areas to account, either through the city-wide programmes and workstreams or neighbourhood management.

Each workstream is chaired by a service professional who produces a report card which outlines the outcome they want to achieve, and other key reporting information. At the programme level, there are high-level leads who champion the workstream and relay information to the CPB. The CPB receive ‘highlight’ reports, addressing issues where possible and providing challenge where necessary.

RBA is of central importance as it offers the unique opportunity to build an integrated performance management framework across partner organisations. At the strategic or ‘population’ level RBA is well established and it is increasingly being used at the project or ‘performance’ level. The intention is to fully establish the use of RBA throughout the partnership to ensure consistency and comparison.

The aim is to ensure that the;
- CPB is more performance-orientated than previous arrangements
- All partnership activity is brought together into a single framework, ensuring a focus on the genuine top priorities and enabling partners to hold one another to account.
- Individual projects are more rigorous in their approach to monitoring and evaluating their work.
- There are standardised performance management arrangements that enable contributions and progress towards shared goals to be recognised.
Strategy and Review:

At the end of the financial year a ‘State of the City’ conference takes place. The conference provides an opportunity for a review of progress of the previous year and to debate priorities for the following year. A range of stakeholders are involved and it provides an important mechanism for communicating the partnership agenda. The mid-term review mechanism is a smaller scale event than the State of the City Conference, bringing together the key partner stakeholders to review progress.

Throughout the year, there are smaller symposium events on community safety, children & young people, health and social care and the third sector. These symposiums enable a more detailed discussion on these areas and ensure that the statutory requirements are being met. The findings or recommendations are then fed in to the CPB as appropriate.
## Cardiff Partnership Board’s Priority Workstreams

<table>
<thead>
<tr>
<th>Programme</th>
<th>Workstream</th>
<th>Workstream Activities</th>
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</thead>
<tbody>
<tr>
<td>Families and Young People</td>
<td>Early Childhood</td>
<td>• Undertake preventative actions to improve child outcomes (Flying Start)</td>
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<td></td>
<td>Youth Engagement</td>
<td>• Improve attendance and behaviour of young people in school</td>
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<td>• Reduce the number of young people who are not in education, employment or training</td>
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<td>• Reduce anti social behaviour</td>
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<tr>
<td>Vulnerable Families</td>
<td>Early Intervention and Prevention</td>
<td>• Early Intervention and Prevention (including Families First and Integrated Family Support Services)</td>
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<td></td>
<td>• Address issues affecting disabled children and young people</td>
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<td>Safety and Safeguarding Communities</td>
<td>• Reduce domestic and sexual violence</td>
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<td>• Improve offender management/ Reduce first time entrants to the youth justice system</td>
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<td></td>
<td>Community Cohesion</td>
<td>• Develop a vibrant and safe night time economy</td>
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<tr>
<td>Safety and Cohesive Communities</td>
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<td>• Deliver the outcomes sought by the CONTEST strategy</td>
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<td></td>
<td>- Prevent</td>
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<td>- Pursue</td>
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<td>- Prepare</td>
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<td>- Protect</td>
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<td></td>
<td>• Prevent, Manage and Tackle Community Tensions:</td>
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<td></td>
<td></td>
<td>• Support Inclusion and citizen involvement:</td>
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<td></td>
<td></td>
<td>• Assist people and communities to feel safe</td>
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<tr>
<td>Older People</td>
<td>Older People Services</td>
<td>• Support the Frail Elderly</td>
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<tr>
<td>Emotional, Mental Health and Well Being</td>
<td>Emotional and Mental Health</td>
<td>• Adult Mental Health</td>
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<td>• Children &amp; Young People</td>
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<tr>
<td>Healthy Living</td>
<td>Substance Misuse</td>
<td>• Reduce damaging alcohol consumption</td>
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<td>Healthy Lifestyles</td>
<td>• Reduce smoking</td>
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<td>Healthy Living</td>
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<td>• Increase physical activity</td>
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<td>• Promote nutrition and healthy eating</td>
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<tr>
<td>Thriving &amp; Prosperous Economy</td>
<td>Sustainable Employment</td>
<td>• Promote entrepreneurship and innovation</td>
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<td>• Promote the development of key economic sectors</td>
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<td>• Improve local competitiveness by developing workforce skills</td>
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<td></td>
<td>• Development of City Business Infrastructure</td>
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<td>Urban Environment</td>
<td>Clean and Sustainable Environment</td>
<td>• Develop a Carbon Lite city</td>
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<td></td>
<td>Intra City Public Transport</td>
<td>• Reduce litter and address fly tipping</td>
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<td>• Reduce dog fouling</td>
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<tr>
<td>Neighbourhood Management</td>
<td>Cardiff City and South</td>
<td>• Improve public transport issues including cross city travel</td>
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<td>Cardiff South East</td>
<td>• Encourage a modal shift in transport</td>
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<td>Cardiff North</td>
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<td>Cardiff South West</td>
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</tbody>
</table>

Each Programme of work has an identified Senior Responsible Officer who is accountable to the Cardiff Partnership Board. There is also an identified lead for each of the workstreams and each workstream activity.
Background documents
Executive Summary - What Matters: The 10 Year Strategy for Cardiff
What Matters: The 10 Year Strategy for Cardiff
Needs Assessment
Technical Context
Consultation Report
Neighbourhood Consultation report

All of which can be viewed at www.cardiffproudcapital.co.uk

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