
What Matters 2010-2020 10 Year Strategy - 2015 Review

Reason for the Report

1. To advise Members of governance arrangements for the future scrutiny of the Cardiff Partnership Board (CPB); and to provide an opportunity to scrutinise the central strategic planning document of the CPB, the *2015 Review of the What Matters 2010 - 2020 Ten Year Strategy* attached at **Appendix 1**.

Background

2. In May 2015 the Committee was asked to take overarching responsibility for scrutiny of the Council's partnership work, specifically scrutiny of the CPB. This had previously been undertaken by a dedicated multi agency Local Service Board (LSB) Scrutiny Panel, reporting to the Community and Adult Services Scrutiny Committee, and supported by a dedicated Principal Scrutiny Officer (Partnerships). The deletion of resource in the Council's 2014/15 Budget to manage a work programme for the LSB Scrutiny Panel had resulted in its temporary decommissioning, pending agreement of future arrangements. On publication of the Improving Scrutiny Project in September 2015, the transfer of responsibilities was agreed, and henceforth this Committee will perform a strategic overview role of the CPB's performance.
3. The Council's Constitution provides each of the Council's five scrutiny Committees with authority to scrutinise partnership activity within their terms of reference, and so, complementing this Committee's strategic overview of partnership activity, all Council scrutiny committees will continue to factor scrutiny of relevant *What Matters* work streams into their forward work programmes.

4. Furthermore, as the Council continues to develop specific regional collaborative service delivery arrangements with other local authorities in (for example the South Central Education Consortium and the new South East Wales Regulatory Services Collaborative), other existing Council scrutiny committees and potential future joint scrutiny arrangements will be required to consider the scrutiny of these partnership ventures.
5. Consequently, the partnership scrutiny that the Committee is specifically asked to address concerns the work of the Cardiff Partnership Board (CPB), as described below.
6. The CPB is the successor to the Cardiff Local Service Board, set up in 2007 as part of a Welsh Assembly Government initiative across Wales. The CPB consists of South Wales Police, South Wales Fire & Rescue Service, The City of Cardiff Council, Cardiff Third Sector Council, Cardiff and Vale University Health Board and the Wales Probation Trust. The CPB strengthens local public service management to tackle 'fundamental and unmet' challenges from a citizen perspective. To achieve this, the Board is responsible for overseeing the performance of city-wide programmes and workstreams to address major issues in Cardiff.

Partnership Structures

7. In April 2014 the local partnership landscape developed significantly when the Cabinets of the Vale of Glamorgan and City of Cardiff Councils agreed to develop a joint Local Service Board. The Cardiff and Vale of Glamorgan joint Local Service Board now sits above the CPB (illustrated on **p29**), and both authorities have agreed they will plan future collaborative scrutiny of the joint LSB. Scrutiny of the CPB remains with the City of Cardiff Council.
8. Therefore it is important that the CPB, Cabinet, senior management within the Council and its partner organisations, can all be assured that there is effective and robust scrutiny of the Council's partnership delivery and outcomes.

National Policy Context

9. In December 2015 the Committee had an opportunity to develop a good understanding of the national policy context for partnership working, and the practical challenge of delivering the vision locally, in preparation for scrutiny of the work of the CPB and the *What Matters* Review.
10. The purpose of the Well-being of Future Generations Act (which comes into force in April 2016) is to ensure that the governance arrangements in public bodies for improving the well-being of Wales take into account the needs of future generations. The aim is for public bodies to improve the economic, social and environmental well-being of Wales in accordance with the detailed sustainable development principles and well-being goals that are prescribed by the Act.
11. Under the new legislation, public bodies have a duty to “pursue a common aim” to improve the economic, social and environmental well-being of Wales. The Act requires public bodies to apply sustainable development principles and take into account:
 - a. the importance of balancing short term needs with the ability to meet long term needs;
 - b. the benefits of a more integrated approach;
 - c. the importance of involving those with an interest in the objectives;
 - d. seeking views and taking them into account
 - e. collaborative working to meet objectives; and
 - f. the use of preventative measures to contribute towards meeting objectives.
12. From April 2016 the CPB will become a statutory Public Service Board and its work will contribute to achieving the seven well-being goals for Wales. These goals align well with Cardiff’s seven citizen outcomes,

13. *What Matters* 2010-20, 2015 Review (attached at **Appendix 1**) is the document that sets out the Single Integrated Plan to which all CPB partners have signed up. It captures the key issues facing the City within seven shared outcomes (p12) that support Cardiff's vision to improve quality of life and reduce inequalities, making Cardiff "Europe's most liveable capital city by 2020". Based on a Strategic Needs Assessment, the reduction of inequality is a central concern of the Strategy. Also central to this Review of the original strategy is a recognition that local areas are best placed to respond to local need.

Structure of the Review Report

14. The Review is structured as follows:

- a. an Introduction that addresses the challenge of achieving a balance between growth and austerity, outlines new approaches to prioritise resources; and addresses the need to change behaviours and respond to local priorities.

The Introduction makes clear that the Strategy will be delivered by focussing collective effort on agreed actions to be set out in a forthcoming ***What Matters action plan***, and that there will be an ***annual review*** published on progress against priorities, which will address the reporting requirements under the Well-being of Future Generations legislation.

- b. Followed by a chapter on each of the seven outcomes:

People in Cardiff are healthy (p32)

Cardiff has a clean, attractive and sustainable environment (p44)

People in Cardiff are safe and feel safe (p54)

Cardiff has a thriving and prosperous economy (p65)

People in Cardiff achieve their full potential (p76)

Cardiff is a great place to live, work and play (p86)

Cardiff is a fair, just and inclusive society. (p93)

- c. For each outcome the Review examines “...*Where are we now?*”, “...*Looking to the Future*” and “*How will we know if this is working?*”

15. Members will find reference to all **national policy and legislation** developments relevant to the What Matters Strategy within the Introduction on **pages 23-25**.
16. For a quick **diagrammatic overview** of the CPB priorities in delivering *What Matters*, Members are referred to **page 31** of the Review.
17. On **page 26** Members will find **quantitative indicators** of where Cardiff is at today, and a look at what the trends suggest for the future.
18. Should Members wish to gather a quick overview of the document, an Executive Summary can be found at **Appendix 2**

Scope of the Scrutiny

19. The Committee is asked to:
- a. Consider the CPB’s current effectiveness in delivering the *What Matters* 10 year strategy, as suggested in the 2015 Review document; and
 - b. Agree how it will approach future scrutiny of the CPB.
20. It is a matter for the Committee to determine its future work programming priorities in line with guidance under the Wellbeing of Future Generations Act. A number of the Council’s partners have been invited to attend the meeting, and Members may wish to take the opportunity of exploring with witnesses how the Committee can best discharge its future responsibilities. In attendance to facilitate the scrutiny will be:
- Councillor Phil Bale, Leader Cardiff Council
 - Paul Orders, Chief Executive Cardiff Council
 - Sarah McGill, Director Communities, Housing & Customer Services;
 - Rachel Jones, Policy, Partnerships and Citizen Focus Manager;
 - Sharon Hopkins, Executive Director of Public Health, Cardiff & Vale University Health Board

- Sheila Hendrickson Brown, Chief Officer, Cardiff Third Sector Council;
- Superintendent Steve Jones, South Wales Police.

21. Having considered the evidence, Members may wish to discuss and agree:

- a. The **frequency** with which they wish to scrutinise CPB activity, balancing statutory partnership scrutiny with other aspects of their work programme;
- b. Whether the scrutiny is best undertaken at programmed **full Committee** meetings, at special meetings, or via a **sub-committee**;
- c. The **balance** the Committee might wish to strike between scrutiny of the CPB's governance arrangements, its core planning arrangements, and its performance in delivering agreed outputs and outcomes.

Legal Implications

22. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

23. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

1. Consider the information presented, and whether it wishes to make any comments or recommendations about the publication to the Cardiff Partnership Board.
2. Consider how the Committee might wish to arrange the future scrutiny of the CPB into its work programme.

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6 January 2016