

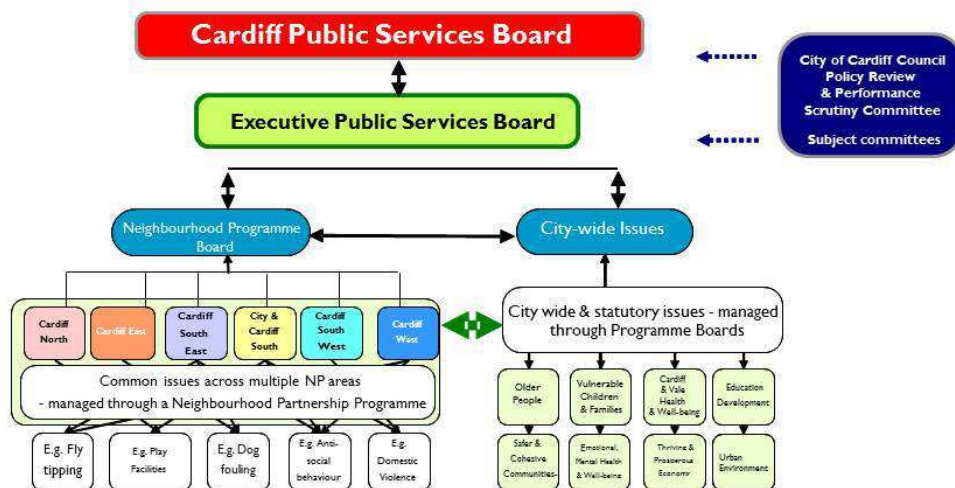
CARDIFF PUBLIC SERVICES BOARD – GOVERNANCE AND REPORTING ARRANGEMENTS

- At its inaugural meeting on the 24 May 2016, the Cardiff Public Services Board (PSB) agreed that the Executive Public Services Board should consider current partnership governance and reporting arrangements, reporting back to the PSB in November. This included:
 - Reviewing and streamlining the boards reporting to, and the reports received by, the Public Services Board
 - Establishing a means through which progress towards PSB priorities could be reported to the PSB, and action taken as appropriate
 - Establishing a means through which the city’s performance (with a focus on outcomes, not on the performance of individual services) could be regularly reported to the PSB.
- This report sets out the current structure of partnership programme boards and associated reporting arrangements, and makes recommendations for the Executive PSB to consider. It also provides an update on Scrutiny arrangements for the Public Services Board.

Cardiff Partnership Board – Reporting Arrangements

- The partnership arrangements set up under the former Cardiff Partnership Board (CPB) comprise both a spatial focus and thematic focus (see below).

CURRENT CARDIFF PARTNERSHIP MODEL
July 2016



Neighbourhood Partnerships (spatial focus)

- The Cardiff Partnership Board (CPB) received quarterly update reports from each the six Neighbourhood Partnership areas against their individual Neighbourhood

action plans. These quarterly reports are also reported to the Neighbourhood Programme Board which meets on a bi-monthly basis, provides strategic operational support for multi-agency problem-solving, communication and joint working to address neighbourhood issues and priorities. The CPB also received a quarterly highlight report summarising the main issues across the six Neighbourhoods, prepared by the Partnership Secretariat.

5. In addition to reviewing reporting arrangements, the PSB commissioned a review of the effectiveness of the current approach to neighbourhood partnership working. Initial proposals will be considered under agenda item 7.

City Wide Issues (thematic focus)

6. The thematic programmes set out above are focussed on strategic issues which do not have a specific geographical dimension, being either relevant to the whole city or to multiple neighbourhood areas. Each thematic programme incorporates a number of work streams (see list attached at **Appendix A**). The programme boards have set their own schedule of meetings; some meeting on a regular bi-monthly basis, while others remain 'virtual' programmes with no formal meetings taking place.
7. The CPB received rolling updates from each thematic programme, partly through quarterly highlight reporting and partly through regular attendance of programme leads at CPB meetings. The Partnership Secretariat also attended most programme board meetings, as well as some of the work stream meetings underneath them, in order to ensure a flow of information up and down. It is unlikely that the capacity to do so could exist under the current (or any future) arrangements.
8. Discussions with officers working on these programmes have made it clear that, while several are providing strong impetus for improving partnership working on city priorities, others have taken on a largely 'business as usual' emphasis.
9. Under the Well-being of Future Generations Act, there is a clear imperative that the work of the Public Services Board should focus on areas where the Board has decided that collective action of public service partners will have a positive impact on the state of well-being in the area.
10. The Public Services Board has agreed that it will use the framework provided by the Act to identify and agree a small number of tangible priorities which require collective action (which will serve as the PSB's well-being objectives). Under the Act, these objectives may be reviewed and revised on an annual basis as part of the annual review of the Local Well-being Plan.

Programme Highlight reporting

11. As noted above, quarterly highlight reports have been compiled for the thematic programmes as well as for each of the neighbourhood areas.
12. These reports were presented to the Cardiff Partnership Board on a regular basis. Given the meeting dates of the respective boards, there has sometimes been a delay in presenting performance information to the Partnership Board (e.g. Q1 data being reported in September). Alternatively, reports have been presented in draft to the Partnership Board without having had formal sign off by their own full programme board.
13. A summary highlight report compiled by the Partnership Secretariat accompanied the thematic and neighbourhood quarterly reports. The report set out the RAG status of the programme; risks (or current issues); narrative discussion of 'featured milestones' from the programme's action plan, and agenda items for the former Cardiff Partnership Board to consider. Several programmes have not featured on this report during recent reporting periods as they have not produced highlight reports on a regular basis.
14. The content of the highlight reports themselves is often highly narrative, concentrating on milestones achieved against a programme's action plan. This makes the reports lengthy, containing information of a highly operational nature, rather than information which can result in constructive action from the Partnership Board.
15. Although the template contains a section for risk reporting, it does not allow for reporting of issues which the Partnership Board could act upon. A section for highlighting 'decisions for the Cardiff Partnership Board' is rarely used, and when it has been used this has often resulted in issues being added to agendas for future CPB meetings, rather than resulting in immediate decision. An analysis of highlight reports presented to previous Partnership Board meeting shows few decisions requested of the Board as a result of these highlight reports.

Proposals

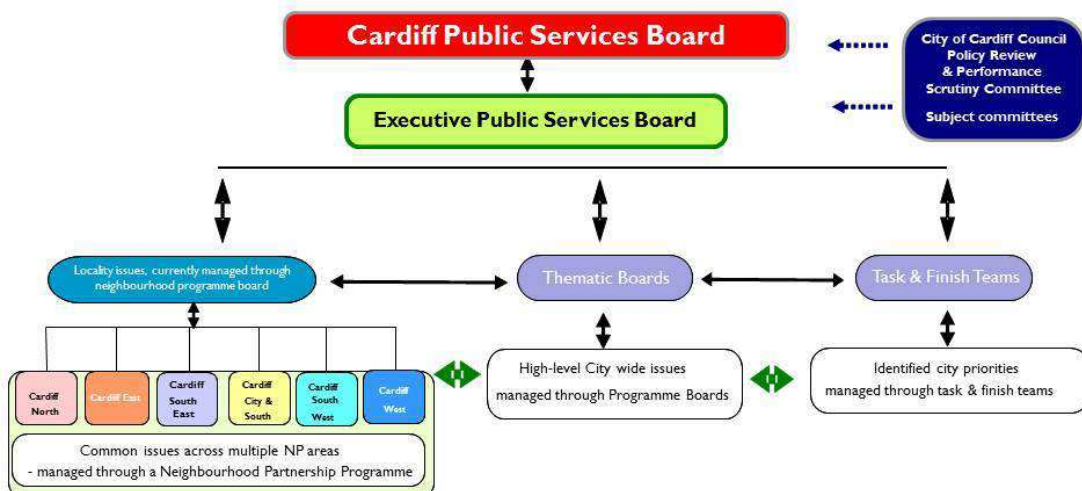
16. It is proposed that a number of short-term changes are made to the structure and reporting arrangements for the former CPB programmes, while medium- to long-term structures are developed to best deliver the PSB's well-being objectives. In the shorter-term this will streamline the Executive PSB and PSB's agendas, while ensuring continuing oversight and challenge of collective performance. In the longer term this will allow partnership work to concentrate on delivery of the well-being objectives and areas which truly require a collective focus.

17. In structural terms, a revised programme structure is proposed for the short-term:

- Given their business-as-usual nature, it is proposed that the Executive PSB agrees that the former CPB programme structure is amended to remove the Thriving and Prosperous, Urban Environment and Education Development programmes from the Partnership structures with immediate effect (although they will continue to be monitored within their respective business-as-usual governance structures).
- The other thematic programmes will continue in the short-term (while alternative thematic structural proposals are developed) and will report to the Executive PSB on a quarterly basis as set out at paragraph 19.
- Given the Public Services Board’s role as the city’s statutory community safety partnership it is proposed that the PSB maintains an oversight of the Safer and Cohesive Communities Board;
- It is further proposed that regular updates are received from the Cardiff and Vale Regional Partnership Board in order to maintain the synergies between the two bodies.

18. In the longer term it is proposed that city-wide issues are addressed in two ways. First, a revised thematic programme structure should be developed to address a small number of high-level partnership issues which the PSB believes may require an ongoing collective focus (for example public services asset management). Secondly, time-limited task and finish teams will be established to progress the specific city priorities which are selected as part of the Well-being Assessment and Plan. This will exist alongside the current neighbourhood arrangements until any revised approach to neighbourhood locality working is put in place.

PROPOSED CARDIFF PARTNERSHIP MODEL



19. In terms of thematic programme reporting, in the short to medium term it is proposed that the Executive PSB should receive a revised quarterly summary highlight report from existing thematic programmes taking an exception reporting basis, rather than the full raft of quarterly programme reports. This summary will focus on current risks, issues and decisions which programme boards feel need to be raised to Executive PSB level for action. Where a programme is flagged as having a 'red' or 'red/amber' status this will also be required to be reported to the Executive PSB. This will focus the Executive PSB on challenging performance where necessary and on the key decisions and issues it needs to address. Appropriate longer-term reporting arrangements will also be developed as the city's priorities develop (see below).
20. In respect of Neighbourhood Partnership reporting it is recommended that the PSB continue to receive a summary highlight report, approved by the Neighbourhood Programme Board, and that over the medium term neighbourhood reporting is realigned to reflect any new approach to 'locality working.'

Future City Performance

21. To give an overview of how the city is performing across the seven city outcomes identified in 'What Matters' the City of Cardiff Council launched the [Cardiff Liveable City Report](#) in October 2015.
22. The report outlines Cardiff's strengths and weaknesses, and compares the city's performance to that of other major UK cities which face similar challenges, across a wide range of factors that make up a liveable city. The report was developed in anticipation of the Well-being of Future Generations Act, in consultation with the then Sustainable Development Commissioner.
23. The report included an introductory chapter on Cardiff and the Capital Region's demographics and a series of chapters aligned to the seven outcomes identified by the What Matters strategy:
 - Cardiff has a thriving and prosperous economy
 - People in Cardiff are safe and feel safe
 - People in Cardiff are healthy
 - People in Cardiff achieve their full potential
 - People in Cardiff have a clean, attractive and sustainable environment
 - Cardiff is a fair, just and inclusive society
 - Cardiff is a great place to live, work and play.

24. For each outcome a small number of outcome indicators (as opposed to output /performance indicators¹) were identified by the Cardiff Partnership Board, drawing on the What Matters Strategic Needs Assessment 2015.
25. Feedback on the report has been positive, particularly in terms of the presentation of data in an accessible way, although comments received from Council members and Scrutiny considered the report to be light on qualitative data and also on some major city issues such as housing and homelessness.
26. The Well-being of Future Generations Act identifies 46 [National Indicators for Wales](#) that have been chosen for the purpose of measuring progress towards the achievement of the national Well-being goals. The Cardiff Well-being Assessment must make reference to these indicators. However, the indicators which demonstrate progress on a national level may not be the most appropriate to measure progress at a city level. While statutory guidance is that they should be 'referred' to in the annual review of the city's local well-being plan, they do not have to be included in the Liveable City Report.

Liveable City Report 2016

27. The Cardiff PSB wishes to open up a discussion with partners and communities on the city's long term priorities in order to inform the development of the PSB's well-being objectives. A programme of engagement events / workshops is being designed for the autumn, beginning with a facilitated event at the next full PSB meeting in November.
28. It is proposed that the Liveable City Report 2016 be launched at this event and form the basis for the 'city priorities' discussions.
29. In order to provide a sound evidence base, the Liveable City Report 2016 therefore needs to be drawn from:
 - The indicators chosen by the Cardiff Partnership Board in 2015
 - The 46 National Indicators defined by the FG Act
 - Ask Cardiff well-being indicators
 - Additional indicators that the PSB or partners feel need to be added in order to provide a rounded view of the city's performance.
30. In deciding which city indicators from these sources should be included in the Liveable City Report the following criteria were used:
 - The indicators should measure outcomes
 - These outcomes should resonate with and matter to the public
 - There should be a limited number

¹ They do therefore not constitute performance targets and should not be interpreted as defining the immediate objectives of particular policies or programmes.

- The outcomes need to be ones where significant progress can be achieved over the long term and where milestones can be measured over a 5-15 year period
- The indicator should allow comparisons to be made over time. Thus comparisons should remain valid even as policies or data collection methods change, there should be secure sources of data, and the value of the indicator should be capable of change over time
- Ideally the indicator should allow comparisons with other places – particularly Core Cities and other European cities
- The set as a whole should contain subjective as well as objective indicators.

31. **Appendix B** includes a list of proposed outcome indicators for the Liveable City Report 2016.

Scrutiny arrangements

32. Scrutiny arrangements relating to the former Cardiff Partnership Board saw a multi-agency Cardiff Partnership Board Scrutiny Panel established as a ‘task group’ of the City of Cardiff Council’s Community and Adult Services Scrutiny Committee, which gave it a formal standing under the Council’s Constitution. This Committee was chosen as home Committee as much of the Partnership’s work related to issues falling under its terms of reference. The Panel undertook a thematic approach to scrutiny, originally identifying the following as their priorities:

- Engagement
- Business Intelligence
- Relationship between the Cardiff Partnership Board and the Partnership Leadership Group.

33. The Well-being of Future Generations Act states that scrutiny can:

- review decisions made or actions taken by the PSB
- review the Board’s governance arrangements
- make reports to the Board regarding its function or governance arrangements
- require PSB members to attend the Committee.

34. Statutory guidance is that while subject committees may consider issues specifically relating to their individual remits, there should be a Committee with designated responsibility for an overview function. The Council’s Policy Review and Performance Scrutiny Committee (PRAP) has been designated as having formal responsibility for scrutinising the Public Services Board, while each of the other four scrutiny committees can scrutinise specific Public Services Board issues falling under its terms of reference.

Recommendations

35. It is recommended that the Executive PSB:

- Agrees that the Executive PSB receives a single summary highlight report on Neighbourhood Partnerships, approved by the Neighbourhood Programme Board;
- Agrees that, over the medium to long term, neighbourhood reporting to the Public Services Board is considered as part of the review of Neighbourhood Governance and any new approach to neighbourhood/locality working;
- It is further proposed that regular updates are received from the Cardiff and Vale Regional Partnership Board in order to maintain the synergies between the two bodies.
- Agrees that the current thematic programme structure is amended to remove the Thriving and Prosperous, Urban Environment and Education Development programmes, but that other programmes continue in the short term;
- Recommend that other CPB programmes continue in the short-term, but that the Executive PSB develops a revised partnership structure for PSB approval which will take both a high-level thematic and task and finish approach;
- Agrees that the remaining CPB programmes should report to it on an exception basis in future, focusing on issues and decisions which require Executive PSB input via a revised summary report;
- Agrees that the Liveable City Report provide an annual update to the PSB on city performance, and that this helps inform an annual appraisal of PSB priorities included in the Local Well-being Plan;
- Approves the city-level indicators outlined in **Appendix B**;
- Considers ongoing relations with the Policy Review and Performance Scrutiny Committee.