

Cardiff **What
Matters**



2010:2020 - The 10 Year Strategy

Technical Context Document



Contents

Introduction	3
A new approach to partnership working	3
<i>What Matters</i> – an integrated partnership strategy	4
Developing an integrated partnership strategy using Results Based Accountability (RBA)	6
Identifying Need – an evidence based approach	9
Cardiff 2020 – Future scenario planning	10
Delivering our statutory responsibilities through partnership working	11
The Proud Capital Partnerships	12
Community Strategy	13
Children & Young People’s Plan	15
Community Safety Strategic Assessment & Action Plan	22
Health, Social Care & Wellbeing Strategy	26
Local Development Plan	30
Statutory Guidance Compliance – The Common Elements	31

Background documents

For further information on the previous partnership strategies or the *What Matters* background research, please follow the weblinks below:

- [Proud Capital Community Strategy 2007-2017](#)
- [Children & Young People’s Plan 2008-2011](#)
- [Health, Social Care & Wellbeing Strategy 2008-2011](#)
- [Safer Capital Strategic Assessment](#)
- [Cardiff Joint Needs Assessment](#)
- [Trajectory Futures Research](#)
- [What Matters Consultation Reports](#)

Introduction

What Matters: The Cardiff 10 Year Strategy brings together the Proud Capital Community Strategy; the Health, Social Care & Well Being Strategy; the Children & Young People's Plan and the Community Safety Strategic Assessment into one document for the first time. It is a single strategy that unites the efforts and contributions of partnerships and partner organisations around a collective vision to deliver shared outcomes for communities. It also represents the fulfilment of each partnerships' statutory obligations to publish plans detailing their priorities and contribution towards the delivery of national policies, as set out by the Welsh Assembly Government and, in respect of Community Safety, the Home Office.

What Matters focuses on improving **outcomes** for citizens, as opposed to focusing on the **process** of delivery. In other words, the strategy is designed to improve the quality of life of people in Cardiff and the actions and end results will be framed in these terms to ensure what we're doing really is having a positive impact. The strategy is structured around delivering the 7 'strategic outcomes' to ensure that:

- ***People in Cardiff are healthy;***
- ***People in Cardiff have a clean, attractive and sustainable environment;***
- ***People in Cardiff are safe and feel safe;***
- ***Cardiff has a thriving and prosperous economy;***
- ***People in Cardiff achieve their full potential;***
- ***Cardiff is a great place to live, work and play;***
- ***Cardiff is a fair, just and inclusive society.***

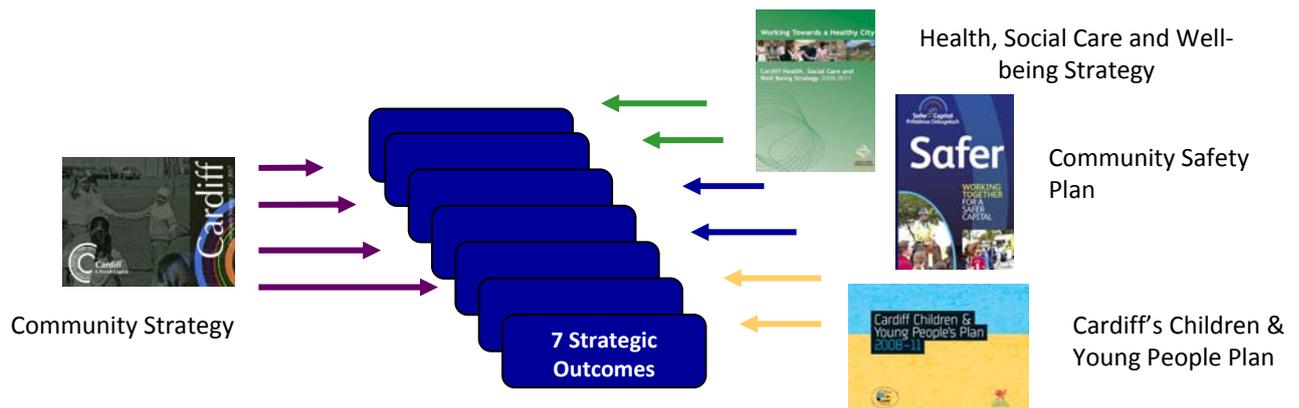
These outcomes represent the conditions of well being that all partnerships have agreed to work towards. Moreover, the outcomes can be viewed as component parts of delivering the partnerships' vision:

"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."

None of the outcomes exist in isolation and as conditions of well being they must all be viewed as interdependent. This strategy represents a shift in thinking away from 'being a member of a partnership' and towards 'contributing towards outcomes'. Whilst recognising partnerships are valuable mechanisms for achieving success, they in themselves do not constitute success. For this reason the strategy and supporting Delivery Plan are structured around the outcomes and ***not*** the partnerships.

A new approach to partnership working

To effectively deliver for the citizens of Cardiff, all partners in the city will deliver their actions and activities under the relevant outcomes – recognising that their work contributes to issues often dealt with other partnerships in the past. As a consequence the strategic partnerships (the **Proud Capital Vision Forum, Children & Young People's Partnership, Health Alliance** and **Safer Capital Partnership**) will not be producing individual strategies or action plans but are contributing directly to the delivery of the outcomes contained within the *What Matters* Strategy.



The benefits of this approach include:

- Avoiding a ‘partnership silo’ approach by focussing on citizen outcomes rather than partnership structures, plans and processes;
- Undertaking only one needs assessment for all partnership strategies reducing the costs of research and duplication of information;
- Delivery of a complimentary consultation and engagement programme to avoid duplication of effort and ‘consultation fatigue’;
- Development of an integrated performance framework based on a seven strategic outcomes at a city-wide level and incorporating project performance to avoid partnership silos;
- Opportunity to capture a complete picture of the outcomes delivered across all of the partnerships and to communicate this performance to citizens and stakeholders;
- A basis for enabling strategic policy and priorities to be integrated with geographical delivery (e.g. neighbourhood management areas);
- Further opportunities for a multi-agency approach to scrutiny, as piloted by the Cardiff LSB Scrutiny panel.

This new integrated approach is not to ignore the statutory responsibilities that each partnership is responsible for. *What Matters* and the supporting outcome delivery plans comprise all of the statutory elements that would otherwise be included in each of the partnerships’ individual strategies. However, we recognise that this is a new format and way of working which may result in the fulfilment of these requirements not being so immediately discernable in the new approach. As a consequence, this document makes explicit reference to the statutory responsibilities of partnerships and how *What Matters* and the supporting delivery plan meet those requirements.

***What Matters* – an integrated partnership strategy**

The *What Matters* high level 10 Year Strategy provides an overview of the key issues facing the city and the priority themes in each of the 7 outcomes. These strategic actions have been developed in consultation with partners to address the

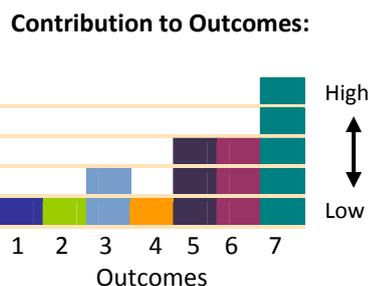
inequalities which exist within different parts of Cardiff and also to maximise the opportunities for continuing the city’s regeneration over the next decade.

The Delivery Plan for each strategic outcome sits under the high level strategy and sets out the key actions that will be taken to ensure the delivery of *What Matters*. Further work will be undertaken with stakeholders as part of the consultation process to flesh out the detail of these actions in the outcome delivery plans to make them ‘SMART’ (specific, measurable, attainable, relevant, time-bound). This detail will then be used to inform the implementation phase of *What Matters*. All partners also acknowledge the importance of having an effective and robust monitoring system in place so that progress can be reported. Work will continue on the establishment of an integrated performance framework (which is based on the Results Based Accountability methodology) over forthcoming months and this will ensure that we are focussing our attention on the right priorities and that we have appropriate levels of accountability within our structures.

The *What Matters* Delivery Framework - from strategic vision to operational delivery



In reality, whilst the delivery of the actions may be presented under one outcome for convenience, it is recognised that each priority will contribute positively to more than one outcome. To reflect this each priority within the *What Matters* Strategy will have an accompanying ‘contribution’ chart (see opposite) to illustrate the extent to which they contribute to each of the seven outcomes. In this way we can appreciate the wider significance of each partner’s work and also the necessity of moving out of rigid organisational and partnership silos if we are to make a difference across the city.



Developing an Integrated Partnership Strategy using Results Based Accountability (RBA)

Results Based Accountability (RBA) offers partners in Cardiff an opportunity to focus on outcomes rather than process - a guiding principle of *What Matters* and the Delivery Plans. Cardiff's seven strategic outcomes sit at the top of the RBA framework as the definitive measures of success. We start with these outcomes, or the 'ends', and then work backwards to establish our priorities, or the 'means'. This represents a common sense approach where all activity is linked to the outcomes, thereby eliminating unnecessary and unproductive processes.

All partnerships have agreed to use RBA as the single performance management framework, which is a significant step forward in co-ordinating and measuring the impact of partnership working. Partnerships have often struggled to measure their collective activity and quantify their success, which presents a serious obstacle in knowing whether what we are doing is the right approach. Partners in Cardiff will therefore use RBA as a consistent framework to manage performance.

What is RBA?

RBA is a methodology which has been developed to create a performance management system that is useful, simple, common sense, uses plain language and generates minimum paper. The methodology can be described as "...a disciplined way of thinking and taking action which can be used to improve the quality of life in communities and the performance of services".

The two key aspects of RBA are '**population accountability**' and '**performance accountability**'. The most important reason for this distinction is the difference in who is accountable.

Population accountability is about the wellbeing of whole or sub-populations (e.g. cities or communities) and occurs where all organisations are collectively responsible for an outcome and supporting indicators. The population outcome or conditions of well-being are what people want to see in Cardiff – i.e. people are healthy, people are safe and feel safe etc. The supporting indicators or 'bellwethers' are measures which quantify the achievement of results and whether we've 'turned the curve' in terms of improving our performance. Together the population outcome and supporting indicator captures the end results which need to be achieved. In order to agree the outcomes and indicators, the following questions have been asked:

- What is the quality of life condition we want for the citizens who live in our community?
- What would this condition look like if we could see it?
- How can we measure these conditions?
- How are we doing on the most important of these measures? (Baselines and the story behind them)
- Who are the partners that have a role to play in doing better?
- What works for us to do better, including no cost/low cost ideas?
- What do we propose to do?

Performance accountability on the other hand is about the well being of ‘client populations’ or service users and would be the responsibility of a single organisation, group or project to achieve specific results that contribute to the collaborative outcome/indicator(s) e.g. clients of a drug cessation programme. The performance accountability also includes performance measures of how well the service is doing and is essentially the means of how we achieve the desired outcome.

A summary of the definitions of the different aspects of RBA are provided below:

	Definition	Explanation
Population	Results (or outcomes)	Conditions of well being for children, adults, families or communities, stated in plain English e.g. healthy children, safe communities
	Indicators (or benchmarks)	Measures which help quantify the achievement of a result e.g. crime rate helps quantify whether people are living in safe communities etc
	Strategies	Coherent collections of actions which have a reasoned chance of improving results. Strategies are made up of best practice of what works, and include the contributions of many partners. No single action by any one agency can create the required improved results
Performance	Performance Measures	Measures of how well projects/initiatives and agencies are working. 3 Types: 1. <i>How much did we do?</i> e.g. No. of service users receiving service 2. <i>How well did we do it?</i> e.g. % seen within week of referral 3. <i>Is anyone better off?</i> e.g. % off drugs at end of intervention

Identifying Outcomes and Indicators

The 7 outcomes for Cardiff were informed by the existing priorities identified in the previous strategic plans for the city and agreed by all partners. Following agreement of the outcomes, key leading indicators of performance, known as ‘**bellwethers**’ were identified. The bellwethers give the clearest indication of whether we are achieving our outcomes and the idea is that you only need a few well defined indicators to tell you whether things are improving as other indicators will be intrinsically linked. Trends for each bellwether reveal the extent to which we need to address issues for each outcome, and whether we need to ‘turn the curve’ to improve the performance trend.

Progress will continue to be monitored over time, with a focus on **turning the curve in the right direction**, rather than setting arbitrary targets. For this reason the process of selection and refinement of bellwethers is central to RBA and will be an important part of the ongoing monitoring process and review of a ‘data development’ agenda to identify where new information may be more valuable to inform our work.

By using RBA we will be able to:

- Measure progress towards delivering the outcomes.
- Enable a strong 'line of sight' between strategic priorities and operational delivery.
- See the contributions that partnerships, programmes and projects, services and individual teams are making towards the achievement of the outcomes.
- Demonstrate the interdependent relationship of activities and outcomes.
- Show the long-term impact of actions.
- Take a whole-system view, linking similar activities and reducing duplication.
- Embed a culture of performance management and monitoring.
- Ultimately, identify what works, what really matters and prioritise more effectively.

Monitoring performance

At both the population and the performance levels partners will produce '**report cards**' to illustrate the progress they are making. The report cards will capture performance across the partnerships and are an essential part of the RBA approach.

The report cards will include:

Population report card:

1. The relevant bellwethers (plus potential indicators that require further data development).
2. How we are performing, i.e. the direction of the 'curve'.
3. The 'story behind the baseline', provides background analysis of the trend.
4. Partners who can help.
5. What we will do to 'turn the curve'.

Performance report card:

1. The headline performance measures (that relate to the discrete programme, project, service or agency).
2. How we are performing, i.e. the direction of the 'curve'.
3. The 'story behind the baseline', provides background analysis of the trend.
4. Partners who can help.
5. How we can improve, who will do it and by when.

Producing report cards at both levels will give a complete picture of performance and make an explicit link between what we're doing at the performance level and what we're achieving at the population level. In this way, the approach meets the monitoring requirements of strategic managers, who need a whole-system view, and individual partners, organisations and partnerships who need to monitor their own activity.

In addition to this the partnership will develop an electronic performance framework to provide a consistent approach to monitoring and reporting. This will be developed in 2011/12 as part of the implementation programme of the *What Matters Strategy*.

An annual progress report will be produced and the report card elements of the Delivery Plan will be kept 'live' and updated as required.

Identifying need – an evidence based approach

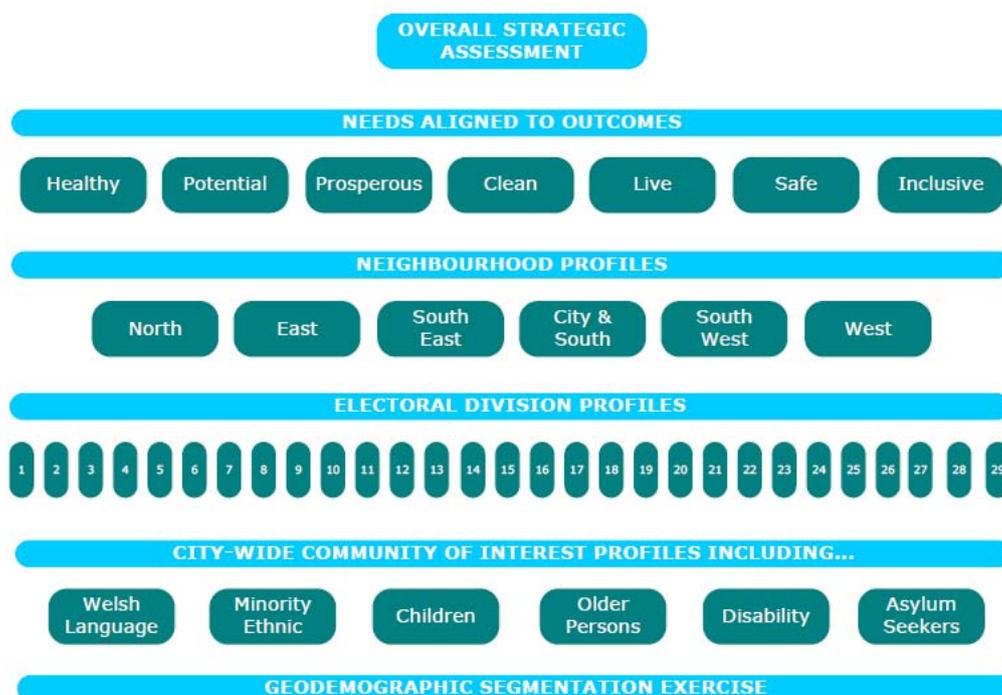
To ensure the prioritisation and delivery of *What Matters* is intelligence led and reflective of current need, the partnerships commissioned a single joint needs assessment that included a quantitative needs analysis and qualitative consultation exercises. One of the key benefits of a single assessment is that it has reduced the significant duplication of effort which previously existed as a result of individual partnerships commissioning separate pieces of research.

A multi-agency Partnership Needs Assessment Team was established to oversee the new joint needs assessment and included representatives from all Local Service Board partners in Cardiff together with partnership representatives from the Vale of Glamorgan.

The needs assessment has been undertaken in a series of phases to inform the preparation of the *What Matters* Strategy, including a review of Cardiff's performance as a city when compared to other UK cities; analysis of data in each of the 7 outcomes themes to inform prioritisation and consideration of data at smaller geographies such as neighbourhoods and electoral divisions to identify where resources can be targeted.



Structure of the Joint Needs Assessment Framework:



The joint needs assessment data is available on the [Ask Cardiff](#) website and will be kept up to date as new data becomes available.

Cardiff 2020 - Future Scenario Planning

In recognition of the need to take a longer-term view and greater 'preventative' approach to service delivery, the Proud Capital Partnerships have worked in collaboration with Trajectory¹ to consider Cardiff's current and anticipated future performance in relation to the likely global, national and local trends which will impact upon the city over the next decade. Trajectory are experts in analysing and forecasting social and consumer trends, using qualitative and quantitative methods of social analysis and forecasting and have previously worked with O2, Nokia, John Lewis, the United Nations Tourism Organisation and the 2020 Public Services Trust.

Scenarios

The methodology used by Trajectory was the creation of scenarios as a tool that lets organisations imagine and manage the future more effectively. The process highlighted the drivers of change and associated uncertainties facing organisations today and explored how they might play out in the future. A set of 'stories' were generated which offered alternative views of what the future might look like. The idea is that through discussion, organisations and policy makers explore what they would do differently in each scenario and identify success criteria, suggest new ways of working and define new relationships.

The great strength of scenario planning is that it can be used to look at today's challenges from a different perspective. For example, the process of identifying and examining how current factors and trends might play out in the future helps participants focus on the likely impact of those trends on their own organisation. Significantly for the partnerships in Cardiff, the scenarios often revealed that the impacts are going to be bigger – or happen sooner – than had been previously realised and we needed to better anticipate the impacts and prepare for or manage change. For further information on the Futures work, please visit the [Proud Capital](#) website.

Cardiff in 2020?



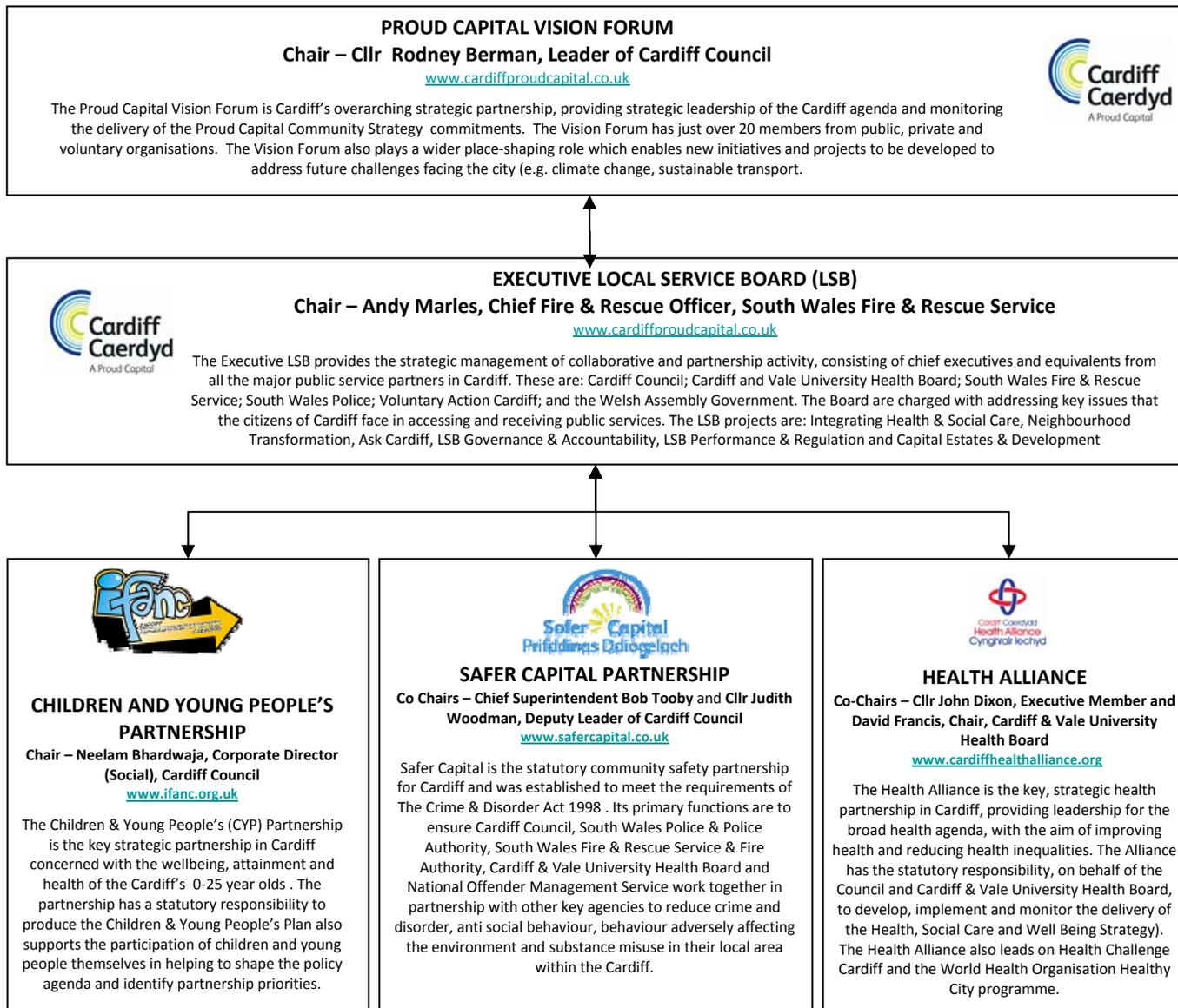
¹ <http://www.trajectorypartnership.com/>

Delivering our statutory responsibilities through partnership working

The Proud Capital Partnerships in Cardiff are made up of the Vision Forum (as the overarching strategic partnership), the Local Service Board, the Children & Young People's Partnership, the Health Alliance and Safer Capital (see **Figure 1**) and each has established its own ways of working and performance monitoring in response to local needs. As part of the development of the *What Matters* Strategy, the partnerships – along with others such as the Voluntary Sector Compact, the Environment Network and the Equalities & Human Rights Network – were asked to identify the priority areas under each of the 7 outcomes from their perspective and what activities they could undertake to help improve the quality of life for people in Cardiff. The contributions which have been 'submitted' by partnerships have also reflected the statutory requirements placed on partners to deliver particular services or address national priorities. However, by developing these priorities in a co-ordinated way with other partnerships, there has been an opportunity to add value to the activities we have included within the delivery plan and also to ensure that we are not duplicating work already being undertaken by other partners or partnerships.

The following sections detail the statutory requirements of the separate Partnership Strategies and demonstrate how the new *What Matters* Strategy responds to these requirements. However, what has become apparent through the process of preparing an Integrated Partnership Strategy is that there is scope for greater alignment and rationalisation of existing partnership arrangements to support the focus on delivering shared outcomes for our communities. A review of delivery arrangements has therefore been commissioned by the Joint Partnership Boards and the intention is that a new partnership structure will be in place by April 2011 to ensure delivery of the *What Matters* Strategy and associated Delivery Plan.

Figure 1 – The Existing Proud Capital Partnerships



Community Strategy

The Local Government Act 2000 set out the legislative framework for community planning in England and Wales until it was replaced in Wales by the Local Government (Wales) Measure 2009. Community planning places a statutory duty on each local authority in Wales to lead the development of a Community Strategy which sets out the 10 - 15 year strategic vision for their area and identifies actions to promote social, economic and environmental wellbeing.

The Local Government (Wales) Measure links well-being and community planning with service improvement and redefines basic duties to account for improvement. It requires local partners to cooperate in the delivery of strategic outcomes and to engage with citizens. **Part 2 of the Measure: Community Strategies and Planning (Collaborative Community Planning)** - for the first time places a statutory duty on named community planning partners to participate and assist the local authority to develop and deliver the community strategy to the extent that such actions are connected with a partner's function (within its powers). The Measure defines the community planning partners as being:

- **Community Councils**
- **Fire and Rescue Authorities**
- **Local Health Boards / NHS Trusts**
- **National Park Authorities** (not applicable to Cardiff)
- **Police Authorities**
- **Chief Constables**

Community Strategy Elements of the *What Matters* Strategy

The Community Strategy element of the *What Matters* Strategy and Delivery Plan fulfils the requirement for the Council and its community planning partners to:

- Identify long-term objectives for improving the social, economic and environmental well-being of an area;
- Identify long-term objectives in relation to the area for contributing to the achievement of sustainable development in the United Kingdom; and
- Identify actions to be performed and functions to be exercised by the local authority and its community planning partners for the purpose of meeting those identified objectives in the community strategy.

The table below highlights how we will meet the statutory requirements outlined by both the Local Government Wales Measure and the Collaborative Community Planning Guidance.

What we must deliver	Our Approach
What are the issues that the Strategies/Plans must address?	
A community strategy must:	
Identify long-term objectives for improving the social, economic and environmental well-being of an area.	Partners in Cardiff have worked with Trajectory who are experts in forecasting and future scenario planning to consider long term economic, social and environmental trends impacting Cardiff. This, along with the strategic

What we must deliver	Our Approach
	needs assessment and the outcomes of consultation events, has been used by partners to establish our long term priorities which will be delivered over a ten year time span, 2010-2020.
<p>Identify long-term objectives in relation to the area for contributing to the achievement of sustainable development in the United Kingdom</p>	<p>The focus on 7 outcomes ensures there are priorities and actions addressing the social, economic and environmental aspects of sustainable development and their contributions to each other.</p> <p>As part of the development process an Environment Network has been established to inform the environmental priorities and actions and ensure that our sustainable development responsibilities are met. (Please see SEA section below). Sustainable development is addressed throughout <i>What Matters</i> including on pages 5, 15, 24, 25, 53.</p>
<p>Identify actions to be performed and functions to be exercised by the local authority and its community planning partners for the purpose of meeting those identified objectives in the community strategy.</p>	<p><i>What Matters</i> and the Delivery Plan provide the strategic priorities and the key actions to be delivered by partners in the city. The intention is that there will also be a 'line of sight' in relation to individual partner's corporate business plans.</p>
<p>Period covered by the strategy?</p>	
<p>Strategy must be reviewed within 4 years of its adoption date.</p>	<p>Each outcome delivery plan will be reviewed annually and amended as appropriate. An ongoing analysis of the need assessment data will inform the review and any necessary change of priorities.</p>
<p>Who has a statutory responsibility to develop the strategy or plan?</p>	
<p>Cardiff Council</p>	<p>Cardiff Council has been one of the lead organisations driving the development of the <i>What Matters</i> Strategy.</p>
<p>Who has a duty to co-operate in the development and delivery of the strategy or plan?</p>	
<p>The 'named, community planning in Cardiff are:</p> <ul style="list-style-type: none"> • Community council; • South Wales Welsh Fire and Rescue Authority; • Cardiff & Vale university Health Board; • South Wales Police Authority and; • South Wales Police Force. 	<p>All the named community planning partners have been involved throughout the development of <i>What Matters</i> and are also members of the Vision Forum which has historically overseen the development and delivery of the Community Strategy in Cardiff. <i>What Matters</i> was an agenda item and discussed at the Vision Forum meetings of :</p> <ul style="list-style-type: none"> • 18th August 2010 • 27th April 2010 • 21st January 2010 • 15th October 2009 <p>Vision Forum members have also contributed to the following <i>What Matters</i> development events, workshops and conferences:</p> <ul style="list-style-type: none"> • 26th October 2010 - Joint Partnership Board Meeting. • 28th September 2010 - Extended Operational Forum. • 3rd June 2010 - Proud Capital Conference - Cardiff in 2020 - Visioning for the Future. • 26th April 2010 - Integrated Partnership Strategy Operational Workshop. • 13th April 2010 - Cardiff in 2020 - Visioning for the Future Event. • 4th March 2010 - Executive Business Meeting - Developing Strategic Outcomes and Integrated

What we must deliver	Our Approach
	Partnership Planning for Cardiff. <ul style="list-style-type: none"> • 27th January 2010 - Proposals for an Integrated Partnership Strategy Operational Workshop. • 17th November 2009 - Developing Strategic Outcomes Conference. • 5th August 2009 - Executive LSB: Developing Strategic Outcomes for Cardiff

Children and Young People’s Plan

The children and young people’s element of the *What Matters* Strategy is, like the Cardiff Children & Young People’s Plan 2008-2011, designed to ensure that opportunities exist for *all* children and young people in Cardiff to achieve their full potential. It represents the ambition to support children and young people and their families in both exercising their own rights and respecting the rights of others. The Strategy is grounded in what the children and young people of Cardiff have told us about the issues facing them in their lives and how they would like to see these tackled. This represents our intention to place children and young people at the centre of our strategic planning and decision-making; something we intend to judge our success by over the next three years. Our planning has also been shaped by the views of the parents and carers of children and young people in Cardiff, as well as the organisations who work with them. The Strategy’s priorities have been informed by considerable research into both the needs of our children and young people and the effectiveness of existing services designed to tackle these. As a consequence we have confidence that the actions set out in *What Matters* reflect an evidence-based response to children and young people’s needs.

Legislative Context and the 7 Core Aims

The Legislation and Guidance governing the Children and Young People’s Plan includes:

- Section 25-28 of the Children Act 2004.
- Children and Families (Wales) Measure 2010.
- Also reflects the draft Child Poverty Strategy and Delivery Plan for Wales.

The Children and Families (Wales) Measure 2010 makes legislative provision in respect of four key areas:

- Child poverty.
- Integrated Family Support Services.
- Play, with particular reference to the needs of children who are disabled; and
- Participation.

The details of the C&YP component of this Strategy are particularly concerned with the new duties in relation to the eradication of child poverty prescribed in the Children and Families (Wales) Measure 2010. Section 2 of the Measure places a duty on local authorities and their partners to “*set out objectives, actions and functions to*

be exercised to achieve the objectives in relation to the 13 Broad Aims for contributing to the eradication of child poverty and to publish them in the form of child poverty strategies”.

The draft Child Poverty Strategy and Delivery Plan for Wales was issued for a 12 week public consultation on 12th May 2010 and identified three strategic objectives that cut across the 13 Broad Aims of the Measure:

- Reduce the number of families living in workless households;
- Improve the skill level of parents and young people in low income families so that they can secure well paid employment; and
- Reduce the inequalities that exist in the health, education and economic outcomes for children living in poverty, by improving the outcomes of the poorest.

It is expected that the final Child Poverty Strategy & Delivery Plan for Wales will be published early in 2011 but that the *What Matters* Strategy & Delivery Plan addresses the objectives detailed above.

The C&YP Partnership has, like the Welsh Assembly Government, used the United Nations Convention on the Rights of the Child² (UNCRC) as the basis for formulating its work with children and young people and to develop its contribution to the *What Matters* Strategy and Delivery Plan. For the purposes of planning and securing delivery of services, this is expressed in the Assembly’s seven core aims, which state that all children and young people should:

1. have a flying start in life and the best possible basis for their future growth and development ;
2. have access to a comprehensive range of education, training and learning opportunities, including acquisition of essential personal and social skills;
3. enjoy the best possible physical and mental, social and emotional health, including freedom from abuse, victimisation and exploitation;
4. have access to play, leisure, sporting and cultural activities;
5. be listened to, treated with respect, and have their race and cultural identity recognised;
6. have a safe home and a community which supports physical and emotional well-being;
7. not be disadvantaged by child poverty .

The Local Safeguarding Children’s Board have been engaged throughout development of the *What Matters* Strategy and the Delivery Plan outlines their role in ensuring that children in Cardiff remain safe and free from harm or abuse.

² *The UN Convention on the Rights of the Child: The UK’s First Report to the UN Committee on the Rights of the Child* (1994). London: HMSO

Children and Young People's Elements of the *What Matters* Strategy

Cardiff is already a good place for many of its children and young people to grow up in. It has the advantage of being a capital city, and has an extensive range of sports and leisure facilities, very good transport links, many good schools, high quality health services and well regarded youth support services. However, children and young people are significantly affected by the marked differences between the wealthier and more disadvantaged areas of the City. More children in Cardiff are living in officially recognised areas of deprivation than in almost any other local authority area in Wales. In part because of this, the needs of children and young people who live in Cardiff are very diverse.

While the City is proud of what it already achieves for children and young people it also wants to do more to achieve its vision for *all* children and young people. The Children and Young People's element of the *What Matters* Strategy is intended to address the fact that achieving this vision of equality of opportunity for children and young people means doing more to:

- ensure services are targeted at the most vulnerable within the community;
- ensure the inclusion of disabled children and young people – through integrating service provision and supporting families where this is needed;
- improve the health and well-being of children and young people and reduce health inequalities through implementation of Cardiff's World Health Organisation 'Healthy City' status;
- implement the Cardiff Child Poverty Strategy to improve the life chances of children and young people living in poverty;
- engage children and young people in participative decision-making regarding service provision – through designing mechanisms which broaden and enhance opportunities for such a contribution;
- enhance support at stages of transition – through identifying when and where children and young people reach such points and designing support strategies to overcome barriers where these exist;
- focus on prevention – through earlier intervention so that difficulties which may potentially be experienced are addressed at an early stage;
- deliver more integrated services – through developing a joint approach to commissioning, funding and delivering services which better reflect need and are cost effective.

All of these issues are implicit throughout the chapters of *What Matters* and its Delivery Plan.

The Child Poverty Duty

What Matters incorporates within its different layers the detail of the child poverty strategy for Cardiff. The Strategy has been agreed by the C&YP Partnership as well as being owned by Cardiff Council so that it constitutes Cardiff Council's statutory obligation to produce a Child Poverty strategy. In particular the delivery plan and more detailed operational report cards will form the key component parts of the

Child Poverty Strategy, including the following Welsh Assembly Government strategic indicators:

- Number of children living in workless households;
- Percentage of working age adults with no qualifications;
Percentage of pupils eligible for free school meals who achieve the Level 2 threshold including English/Welsh and Maths at KS4;
- Looked after Children per 10,000 population aged under 18;
- Percentage of live births weighing less than 2,500 grams; and
- Number of children living in workless/low income families reaching health, social and cognitive development milestones when entering formal.

Summary and Accessible Version of the Plan

A summary version of the Plan framed for a young readership, which will also serve as a publicly accessible version, is being developed with children and young people and will be published alongside the final *What Matters* Strategy in the summer of 2011.

Joint Commissioning Arrangements & Pooled Budgets

The Children & Young People's Partnership set up arrangements for the joint commissioning of services following an internal project and a report entitled 'Establishing a Joint Commissioning Framework' November 2006. The arrangements are also influenced by the content of Children Act Guidance 'Stronger Partnerships for Better Outcomes'. A Joint Commissioning Group (JCG), answerable to the Children & Young People's Partnership Board, is supported in its work by a partnership support team and a dedicated commissioning officer. This group has developed its capacity to make use of joint commissioning opportunities and pooled budgeting arrangements. It has overseen a review of existing commissioning arrangements in relation to Cymorth and is in the process of continuing that work to re-shape local service provision within the context of the Child Poverty Strategy.

The Joint Commissioning Group works within the context of the existing commissioning arrangements and strategies of the Cardiff & Vale University Health Board and of Cardiff Council. It is also guided by the Cardiff Commissioning and Funding Framework that was developed in response to a commitment by Cardiff's Voluntary Sector Compact to improve and clarify commissioning and funding arrangements.

The Delivery Plan and associated report cards will set out how the *What Matters* Strategy priority themes will be achieved; this will include identifying any required service developments and will be supported by joint commissioning decisions. Commissioned services will be subject to performance management through the development of the *What Matters* performance monitoring systems and learning from this will be fed back into the commissioning process to inform future decision making.

Workforce Development

We want to ensure that the people who work for and with children and young people in Cardiff are suitable to work with children and have the skills, training and support necessary to provide effective, efficient and integrated services. Details to form a Workforce Development Action Plan will be included in the detailed operational plans which underpin the delivery of *What Matters*.

The table below highlights how we will meet the statutory requirements outlined by the Legislation and Guidance.

What we must deliver	Our Approach
What are the issues that the Strategies/Plans must address?	
The Children and Families (Wales) Measure 2010 makes legislative provision in four key areas, namely Child Poverty, Integrated Family Support Services, Play - with particular reference to the needs of children who are disabled - and Participation	
Child poverty	<p>Child poverty is not something which should be considered in isolation as a separate stand alone issue but instead be viewed in light of its interdependency with issues evident in each of the 7 outcomes within <i>What Matters</i>. However, specific references to child poverty are located on pages 13, 22, 39, 46, 48, 58, 59 and 60, specific references include:</p> <ul style="list-style-type: none"> ● Delivery Plan on Page 48 - ‘Deliver co-ordinated multi agency action to address child poverty through the Child Poverty Strategy’ ● Page 62 - develop an indicator on ‘Children living in households with earnings less than 60% of UK median household income.’
Integrated Family Support Services	<i>What Matters</i> references Family Support on page 48 in the ‘People in Cardiff achieve their full potential’ delivery plan and includes the action to ‘Deliver the Children and Young People Family Support Strategy’
Play, with particular reference to the needs of children who are disabled	<p><i>What Matters</i> includes references to Play on pages 44, 45, 46, 48 and 53. The Delivery Plan on page 48 includes an action to: ‘Develop programmes that offer opportunities for:</p> <ul style="list-style-type: none"> ○ Physical activity ○ Play and leisure ○ Cultural activity ○ Sporting activity ○ Volunteering’ <p>Further details on how these programmes will be delivered will be found in the detailed ‘People in Cardiff achieve their full potential’ delivery plan.</p>
Participation	<p><i>What Matters</i> includes references to participation on pages 44-46, 48, 59. Specific references include:</p> <ul style="list-style-type: none"> ● An action to ‘Encourage active citizenship and participation in all aspects of life.’ – page 48 ● Proposals to develop indicators on ‘Participation in culture, leisure and sport’ and ‘Meaningful participation indecision-making’ on pages 49 and 62
Make reference to the 7 United Nations	<i>What Matters</i> highlights on page 13 that the United Nations

What we must deliver	Our Approach
Convention on the Rights of the Child (UNCRC) core aims.	Convention on the Rights of the Child has been used by the Children & Young People’s Partnership to develop its components of the <i>What Matters</i> Strategy and this is also addressed in this document on page 16 which confirms that the 7 core aims have been used as a guiding principle.
Children & Young People’s Plan must include a child poverty strategy that sets out objectives, actions and functions to be exercised in relation to the 13 Broad Aims of the Children and Families (Wales) Measure 2010. Children & Young People’s Plan must also address the following strategic objectives:	Child Poverty Strategy aspects are addressed above. The specific strategic objectives are addressed in <i>What Matters</i> with references including:
<ul style="list-style-type: none"> • <i>Reduce the number of families living in workless households;</i> 	<p>Workless households - see pages 39, 40, 41, 46, 48. There are a number of specific actions within the Delivery Plan on page 41 including to ‘Address inequalities in employment rates and earnings for different groups in Cardiff’.</p>
<ul style="list-style-type: none"> • <i>Improve the skill level of parents and young people in low income families so that they can secure well paid employment; and</i> 	<p>Improve Skill Levels - see page 41 which sets out two priorities and associated actions, the priorities are:</p> <ul style="list-style-type: none"> • Build strong futures for children and young people by focusing on education, training and employment opportunities. • Improve opportunities for the creation of quality and sustainable employment.
<ul style="list-style-type: none"> • <i>Reduce the inequalities that exist in the health, education and economic outcomes for children living in poverty, by improving the outcomes of the poorest.</i> 	<p>Reduce inequalities is covered throughout the <i>What Matters</i> with specific reference to reducing the inequality gap between the northern and southern arcs of the city. The references include:</p> <ul style="list-style-type: none"> • Specific health references are located on pages 11, 12, 17 to 21 with page 22 setting out the priorities and actions to be taken to ‘reduce inequalities in health and address the differentials in life expectancy across the city.’ • In terms of education – see pages 11, 12, 37, 39 and 40 (Build strong futures for children and young people by focusing on education, training and employment opportunities), 41, 43, 44, 45, 48(Ensure that all groups of people in Cardiff reach their educational potential at the end of compulsory schooling), 49 (2 indicators - % with NVQ4+ and % with no qualifications aged 16 to 64), 56-59. • In terms of economic aspects these are addressed on pages 12, 13, 37, 38, 39, 41 (a range of actions in the ‘Cardiff has a thriving and prosperous economy’ delivery plan including - ‘Address rising unemployment, especially in the southern areas of the city’ and ‘Address inequalities in employment rates and earnings for different groups in Cardiff’), 57 and 60 (priority - Reduce inequalities through a joined-up, targeted approach).
To measure progress against these strategic objectives the Delivery Plan will use WAG’s indicators:	
<ul style="list-style-type: none"> • Number of children living in workless households; 	In 2008 17.4% of children in Cardiff were living in workless households, just below the national average of 18.0%.

What we must deliver	Our Approach																												
<ul style="list-style-type: none"> Percentage of working age adults with no qualifications; 	<table border="1"> <thead> <tr> <th></th> <th data-bbox="906 264 1193 331">% with no qualifications - aged 16-64</th> <th data-bbox="1241 230 1417 331">% with no qualifications - aged 16-24</th> </tr> </thead> <tbody> <tr><td>2004</td><td>12.6</td><td>9.1</td></tr> <tr><td>2005</td><td>12.8</td><td>7.0</td></tr> <tr><td>2006</td><td>13.1</td><td>13.8</td></tr> <tr><td>2007</td><td>13.1</td><td>10.6</td></tr> <tr><td>2008</td><td>12.3</td><td>11.1</td></tr> <tr><td>2009</td><td>12.8</td><td>9.9</td></tr> </tbody> </table>			% with no qualifications - aged 16-64	% with no qualifications - aged 16-24	2004	12.6	9.1	2005	12.8	7.0	2006	13.1	13.8	2007	13.1	10.6	2008	12.3	11.1	2009	12.8	9.9						
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<ul style="list-style-type: none"> Percentage of pupils eligible for free school meals who achieve the Level 2 threshold including English/Welsh and Maths at KS4; 	<table border="1"> <thead> <tr> <th colspan="3" data-bbox="746 544 1177 577">Primary, Secondary and Special schools</th> </tr> <tr> <th data-bbox="746 577 826 611">Year</th> <th data-bbox="1010 577 1090 611">Cardiff</th> <th data-bbox="1281 577 1361 611">Wales</th> </tr> </thead> <tbody> <tr><td>2003/04</td><td>9757</td><td>77073</td></tr> <tr><td>2004/05</td><td>9100</td><td>73587</td></tr> <tr><td>2005/06</td><td>8587</td><td>68914</td></tr> <tr><td>2006/07</td><td>8476</td><td>67559</td></tr> <tr><td>2007/08</td><td>8447</td><td>64604</td></tr> <tr><td>2008/09</td><td>8480</td><td>66495</td></tr> <tr><td>2009/10</td><td>8659</td><td>69791</td></tr> </tbody> </table> <p data-bbox="730 857 1495 925">Pupils aged 5-15 entitled to free school meals, by sector, ELLS1, Welsh Assembly Government</p>		Primary, Secondary and Special schools			Year	Cardiff	Wales	2003/04	9757	77073	2004/05	9100	73587	2005/06	8587	68914	2006/07	8476	67559	2007/08	8447	64604	2008/09	8480	66495	2009/10	8659	69791
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<ul style="list-style-type: none"> Looked after Children per 10,000 population aged under 18; 	<p data-bbox="730 925 1495 1037">In 2009 the rate of looked after children in Cardiff was 65 per 10,000 population aged 0 to 19. This was the eleventh highest rate in Wales and just below the national average of 66.</p>																												
<ul style="list-style-type: none"> Percentage of live births weighing less than 2,500 grams; 	<table border="1"> <thead> <tr> <th data-bbox="746 1037 826 1070">Year</th> <th data-bbox="1129 1037 1249 1070">Cardiff (%)</th> </tr> </thead> <tbody> <tr><td>2003</td><td>7.3</td></tr> <tr><td>2004</td><td>8.1</td></tr> <tr><td>2005</td><td>7</td></tr> <tr><td>2006</td><td>7.3</td></tr> <tr><td>2007</td><td>7.7</td></tr> </tbody> </table> <p data-bbox="730 1238 1495 1261">Low birth weight (under 2500grammes, Cardiff, Stats Wales)</p>		Year	Cardiff (%)	2003	7.3	2004	8.1	2005	7	2006	7.3	2007	7.7															
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<ul style="list-style-type: none"> Number of children living in workless/low income families reaching health, social and cognitive development milestones when entering formal education. 	<p data-bbox="730 1261 1495 1451">Data development issue – see ‘Cardiff has a fair, just and inclusive society’ delivery plan on page 61.</p>																												
<p data-bbox="237 1451 1495 1485">Period covered by the strategy</p>																													
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<p data-bbox="237 1619 730 1686">Cardiff Council</p>	<p data-bbox="730 1619 1495 1686">Cardiff Council has been one of the lead organisations driving the development of the What Matters Strategy.</p>																												
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<p data-bbox="237 1720 730 1753">The named partners are:</p> <ul style="list-style-type: none"> Cardiff & Vale university Health Board South Wales Police Authority South Wales Police Force Wales Probation Youth Offending Team. 	<p data-bbox="730 1720 1495 1977">All named partners have been involved throughout the development of the What Matters Strategy. All partners with a named duty to cooperate are also members of the Children & Young People’s Partnership which has historically overseen the development and delivery of the Children & Young People’s Plan in Cardiff. The What Matters Strategy was an agenda item and discussed at the Children & Young People’s Partnership meetings of :</p> <ul style="list-style-type: none"> 5th October 2010. 12th June 2010. 																												

What we must deliver	Our Approach
<p>The Local Safeguarding Children’s Board must be actively involved and consulted.</p>	<ul style="list-style-type: none"> • 12th March 2010. <p>In addition to the Children & Young People’s Partnership members contributed to the following What Matters Strategy events, workshops and conferences:</p> <ul style="list-style-type: none"> • 26th October 2010 - Joint Partnership Board Meeting. • 28th September 2010 - Extended Operational Forum. • 3rd June 2010 - Proud Capital Conference - Cardiff in 2020 - Visioning for the Future. • 26th April 2010 - Integrated Partnership Strategy Operational Workshop. • 13th April 2010 - Cardiff in 2020 - Visioning for the Future Event. • 4th March 2010 - Executive Business Meeting - Developing Strategic Outcomes and Integrated Partnership Planning for Cardiff. • 27th January 2010 - Proposals for an Integrated Partnership Strategy Operational Workshop. • 17th November 2009 - Developing Strategic Outcomes Conference. <p>The Local Safeguarding Children’s Board received an update on the What Matters Strategy process at their meeting on 14th July 2010. Board members have been invited to all events and kept informed of progress.</p>

Community Safety Strategic Assessment and Action Plan

The Cardiff Safer Capital Partnership has wide-ranging responsibilities for the development of policies, procedures and services that can reduce crime and antisocial behaviour, as well as for encouraging greater public confidence within communities and an awareness of the need for all public service delivery to include working towards these goals. The statutory members of the partnership are Cardiff Council, South Wales Police (both service and authority), South Wales Fire & Rescue Authority, Wales Probation Trust and Cardiff and Vale University Health Board. The partnership has been fully engaged in the development of the *What Matters* Strategy.

Legislative Context

The legislative and policy context for community safety elements of the Strategy are primarily set out the Crime & Disorder Act (Home Office 1998), the Police and Justice Act (Home Office 2006) and associated Guidance. The key areas addressed by the Plan include:

- Reduction of crime and disorder,

- Substance misuse, and
- The promotion of public confidence and community engagement.

Community Safety Elements of the *What Matters* Strategy

The community safety elements of the *What Matters* Strategy address the statutory responsibilities on the Safer Capital Partnership; the statutory duties placed on partners and reflect the key issues highlighted by the joint needs assessment and the annual community safety strategic assessment. It is acknowledged that dealing effectively with community safety issues has definite implications for how people feel about their neighbourhood and Cardiff's wider reputation.

The *What Matters* Strategy and Delivery Plan reflect the cross cutting nature of the community safety agenda with community safety elements contributing to all of the 7 strategic outcomes. While the many of the community safety elements of *What Matters* are located in the 'People in Cardiff are safe and feel safe' section, community safety elements also contribute to many of the other strategic outcomes as set out below:

Reduction of crime and disorder

- 'People in Cardiff are Healthy': disadvantaged offenders, children in offenders' families, victims, fear of crime, elderly people, fire prevention, public health.
- 'People in Cardiff achieve their full potential': preventive work, youth work, leisure access, and all other Every Child Matters (ECM) outcomes (<http://www.everychildmatters.gov.uk/>).
- 'Cardiff is a great place to live, work and play': provision of special needs housing, environmental risk reduction, antisocial behaviour.

Substance misuse

- 'People in Cardiff are Healthy': reduction of health risks, improvements in national performance, alcohol related issues, road safety, improved use of health provision (e.g. Accident & Emergency work).
- 'People in Cardiff achieve their full potential': risk to children in drug and alcohol misuse households, prevention and early intervention, work in schools.

Confidence and engagement

While the Safer Capital partners have clear and substantial responsibilities, other strategies and partnerships are also doing work that needs to be co-ordinated with community safety activities, including:

- 'Cardiff is a fair, just and inclusive society': this looks to broader levels of citizen participation and consultation across Cardiff.
- 'Cardiff is a great place to live work and play': neighbourhood management provides a framework for where services relevant to community safety need to interface at a local level to aid community problem solving.

- ‘Cardiff is a great place to live work and play’: crime and disorder has a disproportionate impact on minority groups of all kinds, a range of actions will be taken including the development of coordinated programme of action to promote community cohesion.

Youth offending

The All Wales Youth Offending Strategy assumes that Safer Capital Partnership will work in close collaboration with the Children and Young People Partnership and Youth Offending Teams on those interventions to tackle youth offending that are currently funded under the Safer Communities Fund. It is also a requirement that all young offenders are to be screened for substance misuse. Actions to address Youth Offending are set out under a number of the 7 strategic outcomes in the *What Matters* Strategy, Delivery Plan and report cards.

Safer Capital Commissioning Strategy

The Safer Capital Commissioning Strategy 2009-12 provides a clear and evidence based strategic plan to provide direction for the purchasing and performance management of community safety services in Cardiff. The Safer Capital Commissioning Strategy will continue to provide the framework for allocating resources to deliver projects aimed at making Cardiff a safer city.

The table below highlights how we will meet the statutory requirements outlined by Legislation and Guidance.

What we must deliver	Our Approach
What are the issues that the Strategies/Plans must address?	
Community Safety Partnership (CSP) has wide ranging responsibilities for the development of policies, procedures and services that address:	
<ul style="list-style-type: none"> • Crime and disorder. 	<p>The ‘People in Cardiff are safe and feel safe’ delivery plan summary on page 35 sets out 4 specific priorities and actions to:</p> <ul style="list-style-type: none"> • Ensure people are safe from harm, abuse and exploitation • Develop communities and neighbourhoods in Cardiff which are cohesive • Ensure people are free from crime and the effects of crime • Ensure people are safe in their environment <p>In addition more detail on how the priorities and high level actions will be delivered will be contained within the detailed Delivery Plan.</p>
<ul style="list-style-type: none"> • Substance Misuse. 	<p><i>What Matters</i> addresses substance misuse specifically on pages 17, 19, 20, 22, 23, 31 and 35 including to:</p> <ul style="list-style-type: none"> • Deliver ‘Our Healthy Future’- the Strategic Framework for Public Health in Wales- concentrating on emotional and mental health, obesity and substance misuse. • Deliver the Substance Misuse Strategy for Wales 2008-2018 “Working Together to Reduce Harm” • Develop programmes to reduce the harm to individuals, their families and wider communities in Cardiff by substance misuse by 2018.

What we must deliver	Our Approach
	<ul style="list-style-type: none"> Develop more effective substance misuse prevention programmes by 2018. <p>In addition more detail on how the priorities and high level actions will be delivered will be contained within the detailed Delivery Plan.</p>
<ul style="list-style-type: none"> Promotion of public confidence and community engagement. 	<p>Promotion of public confidence - <i>What Matters</i> primarily addresses the promotion of public confidence and community engagement within the 'People in Cardiff are safe and feel safe' outcome chapter and delivery plan summary on page 35 which includes the priority and associated actions to 'Develop communities and neighbourhoods in Cardiff which are cohesive' by:</p> <ul style="list-style-type: none"> Further embedding neighbourhood management and localised problem solving by 2013. Encouraging and promoting active citizen and community involvement in partnership working. Working towards achieving 'restorative city' status by 2016 (Restorative justice is an approach to justice where offenders are encouraged to take responsibility for their actions and to repair the harm they've done). Building respect and positive relationships between communities. Increasing the number of volunteers working in local communities. <p>In addition more detail on how the priorities and high level actions will be delivered will be contained within the detailed Delivery Plan.</p>
<p>Community Safety Partnerships have a duty to undertake an annual strategic assessment.</p>	<p>The Strategic Assessment has been undertaken in tandem with the joint needs assessment.</p>
<p>Period covered by the strategy?</p>	
<p>No strategic duty to develop a plan but in Cardiff the strategic assessment is used to shape a 3-year rolling Community Safety Action Plan.</p>	<p>Cardiff Strategic Assessment has been developed in tandem with the strategic needs assessment. Each outcome delivery plan will be reviewed annually and the overarching <i>What Matters</i> Strategy will be refreshed every 3 years.</p>
<p>Who has a statutory responsibility to develop the strategy or plan?</p>	
<p>Cardiff Council, South Wales Police (both service and authority), South Wales Fire & Rescue Authority, Wales Probation Trust and Cardiff and Vale University Health Board.</p>	<p>All statutory partners have been involved throughout the development of the <i>What Matters</i> Strategy. They are also members of the Safer Capital Partnership Board which has historically overseen the development and delivery of the Safer Capital Strategic Assessment and Action Plan in Cardiff. The Integrated Partnership Strategy / <i>What Matters</i> Strategy was an agenda item and discussed at the Safer Capital Partnership Board meetings of :</p> <ul style="list-style-type: none"> 4th June 2010. 1st March 2010. <p>All statutory partners were also engaged in consultation events – see below.</p>
<p>Who has a duty to co-operate in the development and delivery of the strategy or plan?</p>	
<p>Environment Agency Wales, Registered Social Landlords, other NHS Trusts (e.g. Welsh Ambulance Trust), Community Councils.</p>	<p>All these partners have been involved throughout the development of the <i>What Matters</i> Strategy and contributed to the following events, workshops and conferences:</p> <ul style="list-style-type: none"> 26th October 2010 - Joint Partnership Board Meeting.

What we must deliver	Our Approach
	<ul style="list-style-type: none"> ● 28th September 2010 - Extended Operational Forum. ● 3rd June 2010 - Proud Capital Conference - Cardiff in 2020 - Visioning for the Future. ● 26th April 2010 - Integrated Partnership Strategy Operational Workshop. ● 13th April 2010 - Cardiff in 2020 - Visioning for the Future Event. ● 4th March 2010 - Executive Business Meeting - Developing Strategic Outcomes and Integrated Partnership Planning for Cardiff. ● 27th January 2010 - Proposals for an Integrated Partnership Strategy Operational Workshop. ● 17th November 2009 - Developing Strategic Outcomes Conference.

Health Social Care and Well Being Strategy

Legislative Framework

The duty for meeting Health, Social Care & Well Being Strategy statutory requirements in Cardiff lies with Cardiff Council and Cardiff and Vale University Health Board (UHB). The Welsh Assembly Government's HSCWB Strategy 2011-2014 Guidance requires a focus on two major areas where it identifies joint endeavours which will have the most success in achieving lasting benefits for local people:

- Improving health and well being and reducing inequities, that is inequalities in health that are unfair and avoidable
- Improving the provision, quality, integration, and sustainability of 'overlapping services', that is services provided by the NHS, local government and their partners to certain specified groups.

Plans to improve health and well being and reduce health inequities centre on the application of the Our Healthy Future (OHF) framework. This provides a tool for structuring a joined-up local response to tackle the causes of ill health and promote the factors which contribute to good health and well being. In Cardiff, the key vehicle for delivering this broad health improvement agenda is the Healthy City programme. As a member of the World Health Organisation European Healthy City Network, partners in Cardiff are working collaboratively to address health inequalities, social inclusion and the needs of disadvantaged and vulnerable groups. Details of some of the actions planned are set out within *What Matters* and Delivery Plan.

The second area of focus identified in the Guidance is that of overlapping services and how to improve their effectiveness. This mirrors a shared recognition across Cardiff and the Vale of Glamorgan of the need to move beyond the rhetoric of joint working, to the reality of truly integrated services that provide seamless, co-ordinated and responsive services within the limited resources available collectively. To progress this agenda, a formal programme of work to oversee operational integration of health and social care services has been established under the

auspices of a Cardiff and Vale Health and Social Care Integration Programme Board. The programme will oversee the development of new ways of working and will:

- Identify, through appropriate needs assessment, priority areas for improvement which require strengthened joint working to achieve better outcomes within existing resources.
- Provide a framework to enable the operational integration of services across health and social care, to include workforce planning and resource planning.
- Ensure that the operational delivery models are supported through appropriate accountability and governance arrangements.

This new initiative complements and is informed by existing joint planning mechanisms for specific client groups.

Business Planning

To achieve real progress in improving the health and well being of local people, it has been essential to ensure meaningful links with the core business plans of these statutory partners. The *What Matters* Strategy and the actions set out in the Delivery Plan therefore draw heavily from the Cardiff & Vale University Health Board's (UHB's) 5 Year Strategic Workforce and Financial Framework and the Council's local response to Fulfilled Lives, Supportive Communities and will be informed by the Welsh Assembly Government's white paper on social care in Wales. The UHB's 5 Year Framework builds on the work of the previous health organisations in Cardiff and the Vale of Glamorgan as set out in the Programme for Health Services Improvement (PHSI). The other key local NHS partner is Public Health Wales. That relationship has facilitated the alignment of Cardiff's strategic thinking and operational planning with the delivery of the Our Healthy Future framework for public health.

Collectively, the plans described above articulate a significant agenda of service improvement and transformation which aim to improve health outcomes. Crucially however, these developments have to be achieved within an increasingly challenging financial climate for public services where partners are having to radically rethink the way they deliver services, to ensure that they can continue to provide the very best care in a way that is sustainable for the long term. The need for resource planning to support the delivery of *What Matters* and ensure that resources are allocated in the most effective manner based on identified needs is recognised by partners and will be reflected in organisational business planning processes. The major elements of this significant change programme are brought together in the *What Matters* Strategy and Delivery Plan, the implementation of which represents a shared ambition for partners in Cardiff.

Health, Social Care & Wellbeing Elements of the *What Matters* Strategy

The health and well being of citizens is fundamental to the lives of individuals and central to the future of the city. Through local partnership working, the aim is to significantly improve the health and well being of citizens, reduce inequities (that is inequalities in health that are unfair and avoidable) and to deliver high quality, citizen focused services.

The details contained within the Delivery Plan represent a key element of the new, collaborative approach towards strategic planning, service delivery and performance management in Cardiff. The seven strategic outcomes, agreed by partners include the aspiration that ‘People in Cardiff are healthy’ but there is also acknowledgement that the health agenda impacts on all of the outcomes. The aim is to work together to achieve the best possible health for citizens and to reduce the current inequity in the levels of health enjoyed by citizens in different parts of the city. The gap in life expectancy across Cardiff of 11.6 years, between those living in the most affluent parts of the city and those in the most deprived areas, is indicative of the scale of the inequity that must be addressed and only through co-ordinated action will a reduction in the gap be achieved.

The Delivery Plan sets out how the health and well being agenda spans the entire scope of the *What Matters* Strategy and contributes across the seven outcomes, in particular the health and well being actions in the Delivery Plan can be attributed to the outcomes ‘People in Cardiff are safe and feel safe’; ‘People in Cardiff achieve their full potential’; and ‘Cardiff is a fair, just and inclusive society’. Similarly the role other partnerships have in achieving the outcome ‘People in Cardiff are healthy,’ must not be undervalued.

The previous Health, Social Care & Well Being Strategies provided the foundation for a strengthened commitment to joint working across the broad health agenda and focused on the wide range of client groups, with actions being implemented through joint planning arrangements, reporting to the Health Alliance. This is a recognition that whilst much has been achieved, the planned outcomes and work programmes set out in earlier strategies have not necessarily been completely fulfilled and they have influenced the content of the *What Matters* Strategy and Delivery Plan.

The statutory requirement for a HSCWB Strategy 2011-14, forms part of the *What Matters* Strategy and the Delivery Plan. The Delivery Plan sets out the high level actions across the 7 strategic outcomes that will contribute towards the delivery of the health, social care and well elements of *What Matters*.

The Legislation and Guidance governing the Health Social Care and Well Being Strategy:

- Section 40 of the National Health Services Wales Act 2006.
- HSCWB Strategy 2011-2014 Guidance.

The table below highlights how we will meet the statutory requirements outlined by this Legislation and Guidance.

What we must deliver	Our Approach
What are the issues that the Strategies/Plans must address?	
The strategy must address: <ul style="list-style-type: none"> • Existing and emerging health and well-being needs, including risks 	<i>What Matters</i> addresses these issues throughout but specifically in the ‘People in Cardiff are healthy’ chapters (pages 17 to 23). The needs assessment and Cardiff 2020 research have set out the existing

What we must deliver	Our Approach
<p>and factors that influence health and well-being;</p> <ul style="list-style-type: none"> Existing services and gaps in services; and Actions to improve health and wellbeing, with attention to the resources required. 	<p>and emerging health needs and this has informed the setting of priorities.</p> <p>Page 27 of this Technical Context Document sets out in broad terms the commitments to joint working between health and social services across Cardiff and the Vale of Glamorgan. Further details on how these issues will be addressed, including addressing the resources required, will be set out within the Delivery Plan and the associated report cards. These will spell out in detail how services will be delivered to address the issues included in Appendix A of the HSCWB Guidance.</p>
<p>Guidance states that the Strategy should focus on two key areas:</p>	<p><i>What Matters</i> includes:</p>
<ul style="list-style-type: none"> Improving health and well being and reducing inequities that is inequalities in health that are unfair and avoidable. 	<ul style="list-style-type: none"> Reducing inequalities in health and addressing the differentials in life expectancy across the city is a key priority within <i>What Matters</i> (pages 11-12, 17-23) and associated actions. Further details on actions to address this priority are set out in the Delivery Plan.
<ul style="list-style-type: none"> Improving the provision, quality, integration, and sustainability of ‘overlapping services’, that is services provided by the NHS, local government and their partners to certain specified groups. 	<ul style="list-style-type: none"> <i>What Matters</i> contains the priority “Improved effectiveness of our service delivery to vulnerable adults and children and young people” and sets out the key actions including “Improve integration, quality and sustainability of overlapping services provided by NHS, local authority and the third sector” that will be taken to achieve this priority. Further details on what partners’ intend to do to address this priority are set out in the Delivery Plan (p22) and the associated report cards.
<p>The Guidance states that the HSCWB Strategy:</p> <ul style="list-style-type: none"> Provides a means for addressing the Our Healthy Future priorities at a local authority level. Shows how overlapping services work together around individuals, how the impact of services is measured and how the services will be improved. 	<ul style="list-style-type: none"> <i>What Matters</i> sets out Cardiff’s contribution to ‘Our Healthy Future’, Wales’ strategic framework for public health’ with the Delivery Plan providing further detail regarding specific actions to contribute to the delivery of Our Healthy Futures ten priority outcomes. This Technical Context Document provides further detail around how <i>What Matters</i> and the Delivery Plan contribute towards the delivery of Our Healthy Future priorities - see page 26 The Results Based Accountability methodology that has been utilised to develop the report card elements of the Delivery Plan will help ensure that a joined up approach to service delivery will be achieved and provide the framework for measuring service improvements. Page 27 of this Technical Context Document and the detail in the Delivery Plan also sets out how partners will be working across Cardiff and the Vale of Glamorgan to join up services.
<p>The Health Alliance will be required to agree a Creating an Active Wales Local Action Plan.</p>	<p><i>What Matters</i> sets out the priority to ‘Encourage active citizenship and participation in all aspects of life’ on page 48 and the action to ‘Develop programmes that offer opportunities for:</p> <ul style="list-style-type: none"> Physical activity Play and leisure Cultural activity Sporting activity Volunteering’ <p>The Delivery Plan and associated report cards will set out in more detail how partners in Cardiff will contribute towards delivering an Active Wales.</p>
<p>Period covered by the strategy?</p>	
<p>3 Year Strategy - 2011/12 to 2013/14</p>	<p>Each outcome delivery plan will be reviewed annually and the overarching <i>What Matters</i> Strategy will be refreshed every 3 years.</p>

What we must deliver	Our Approach
Who has a statutory responsibility to develop the strategy or plan?	
Joint statutory duty - Cardiff Council and Cardiff & Vale University Health Board	Cardiff Council and Cardiff & Vale University Health Board have been the lead partners for developing the <i>What Matters</i> Strategy process.
Who has a duty to co-operate in the development and delivery of the strategy or plan?	
<p>The Existing Regulations impose on the Local Authority and the Local Health Board a duty of co-operation with named bodies. These include:</p> <ul style="list-style-type: none"> • Community Health Councils; • County Voluntary Councils; and • Other voluntary, business and private organisations with an interest in the provision of health and well-being services. 	<p>All named partners have been involved throughout the development of the <i>What Matters</i> Strategy. All partners with a named duty to cooperate are also members of the Health Alliance which has historically overseen the development and delivery of the Health Social Care & Well Being Strategy in Cardiff. The <i>What Matters</i> Strategy was an agenda item and discussed at the Health Alliance meetings of:</p> <ul style="list-style-type: none"> • 8th December 2010 • 25th August 2010 • 22nd June 2010 • 11th February 2010 • 16th December 2009 <p>In addition to the Health Alliance members contributed to the following <i>What Matters</i> events, workshops and conferences:</p> <ul style="list-style-type: none"> • 26th October 2010 - Joint Partnership Board Meeting. • 28th September 2010 - Extended Operational Forum. • 3rd June 2010 - Proud Capital Conference - Cardiff in 2020 - Visioning for the Future. • 26th April 2010 - Integrated Partnership Strategy Operational Workshop. • 13th April 2010 - Cardiff in 2020 - Visioning for the Future Event. • 4th March 2010 - Executive Business Meeting - Developing Strategic Outcomes and Integrated Partnership Planning for Cardiff. • 27th January 2010 - Proposals for an Integrated Partnership Strategy Operational Workshop. • 17th November 2009 - Developing Strategic Outcomes Conference.

Local Development Plan

The Planning and Compulsory Purchase Act 2004 requires the Council to prepare a Local Development Plan (LDP) setting out its objectives for the development and use of land in Cardiff over the Plan period (2006 to 2026) and its policies to implement them. This period allows 12 years to implement the Plan following proposed adoption in 2014, thereby according with Assembly guidance on the duration of the Plan. The aims of the Plan are to:

- Deliver sustainable development;
- Reflect local aspirations for the City, based on a vision agreed by the local community and other stakeholders;
- Provide a basis for rational and consistent development control decisions;
- Guide growth and change, while protecting local diversity, character and sensitive environments; and
- Show how and where change will occur over the plan period.

Further details can be found on the Council's [website](#).

Whilst the *What Matters* Strategy does not incorporate the LDP in the same way as the other 4 statutory plans have been brought together, it does provide the vision for the city which will be reflected in the production of the LDP. Similarly the evidence base prepared through the needs assessment and future scenario research will be used to inform the land-use planning framework of the LDP so as we can help plan future development which is able to respond to local needs

Statutory Guidance Compliance - The Common Elements.

This table provides a summary showing how *What Matters* Strategy, Delivery Plan and Technical Context Document comply with the national Guidance covering the common elements of all 4 sets of statutory guidance.

What we must deliver	Our Approach
Needs Assessment	
Guidance states that Strategy should be based on a needs assessment and this should be treated as an ongoing process.	A Joint Strategic Needs Assessment has been undertaken to help shape the priorities, and will be kept 'live' as an ongoing exercise to monitor progress and shape future priorities. Further details are available on the Ask Cardiff website.
Community involvement	
<ul style="list-style-type: none"> • Ensure that people and partners have the opportunity to express their views and have them taken into account. • Children and Young People need to be involved in the development of the Strategy. • Communities First partnerships priorities will need to be fed into the IPS development process. 	<p>The development of <i>What Matters</i> has involved extensive stakeholder engagement in the production of the draft Strategy and Delivery Plan. Details can be found on the Proud Capital website.</p> <p>The formal Consultation Programme sets out the 12 week statutory consultation programme and includes:</p> <ul style="list-style-type: none"> • A Joint questionnaire as part of the Local Development Plan consultation process on its vision was circulated via the Council's Capital Times newspaper to all households in November. The LDP Vision is based on the 7 strategic outcomes, and residents were asked for general views and possible actions to address the outcomes. A more detailed questionnaire will be circulated to a random sample of 5,000 households. • An on-line survey in relation to the content, priorities and actions contained within the <i>What Matters</i> Strategy is available as part of the formal consultation process. • A meeting of the Council's Citizen Panel to consider <i>What Matters</i> will take place in early 2011. • Neighbourhood Events will be held in each of the 6 neighbourhood management areas in February 2011. • A consultation event with the Business Community is scheduled for January 2011. • All partners identified in the statutory guidance will be consulted on the draft <i>What Matters</i> Strategy along with other public, private and voluntary sector partners. • Voluntary Sector Organisations are included within consultation distribution list.
Welsh Language	

What we must deliver	Our Approach
<ul style="list-style-type: none"> • Draft and final document must be published in English and Welsh - 'unless it is not reasonably practicable to do so.' • Comply with partner organisations Welsh Language Schemes. • Community Strategies should plan adequately for the Welsh Language. 	<p>The draft <i>What Matters</i> Strategy will be published for consultation bilingually as will the final agreed Strategy.</p> <p>Welsh language issues are addressed in <i>What Matters</i> on page 15 states that 'We see also the promotion and celebration of diversity, the use of the Welsh language and a commitment to the elimination of discrimination as important messages which are central to Cardiff and its identity both locally and internationally.'</p> <p>Specific Actions will be set out within the delivery plans.</p>
Equalities	
<ul style="list-style-type: none"> • Comply with the Equality Act 2010. • Race equality and disability bodies for the area to be engaged in the process. 	<p>An Equalities Impact Assessment Screening was undertaken on <i>What Matters</i> on 18th November 2010. A further screening exercise will be undertaken on the detailed delivery plans once finalised.</p> <p>Race equality and disability bodies have been fully engaged throughout the <i>What Matters</i> development process – including the Cardiff & Vale Equalities and Human Rights Network, Race Equalities First, Cardiff & Vale Coalition of Disabled People and Voluntary Action Cardiff.</p> <p>Specific actions to “establish an Integrated Single Equality Scheme for public service partners in Cardiff” and “develop common standards for the management of equalities across all public service partners are contained within the delivery plan on page 61 in <i>What Matters</i>.”</p>
Strategic Environmental Assessment (SEA)	
<p>The Guidance states an assessment needs to be made about whether a Strategic Environmental Assessment is required.</p>	<p>A SEA Screening meeting was held on 14th October 2010 to assess whether the <i>What Matters</i> Strategy met the criteria set out in the SEA regulations. It was agreed that the <i>What Matters</i> Strategy and Delivery Plan will be issued to statutory consultees for a period of 5 weeks in December 2010.</p>
Consultation	
<ul style="list-style-type: none"> • The draft strategy must be subject to 12 week consultation. 	<p>A 12 week consultation will commence on 10th December 2010 and close on 4th March 2011.</p>
Sign Off	
<ul style="list-style-type: none"> • Statutory Partners Organisations: Cardiff Council, Cardiff & Vale University Health Board, South Wales Police, South Wales Police Authority, South Wales Fire & Rescue Authority, Wales Probation Trust. • Community Planning Partners (not listed above): Community Councils. • Partnerships: Health Alliance; Children & Young People's Partnership; Safer Capital Partnership Board, Vision Forum and Local Service Board. <p>All partners should be encouraged to adopt <i>What Matters</i> through their own</p>	<p><i>What Matters</i> will be signed off by:</p> <ul style="list-style-type: none"> • Joint Partnership Board (Members of the Vision Forum, Local Service Board, Health Alliance, Children & Young People's Partnership, Safer Capital Partnership Board) – 6th April 2011. • Cardiff Council's Executive Business Meeting – 9th June 2011. • Cardiff Council's Meeting of Full Council – 23rd June 2011 • Cardiff and Vale University Health Board's Board Meeting – date tbc. • Executive Boards of Partners who have a duty to cooperate – dates tbc.

What we must deliver	Our Approach
organisational decision making processes.	
Publication	
<ul style="list-style-type: none"> • Hard and electronic copies to be made available. • Executive summary to be made available. • Accessible version of the Strategy to be available for children and young people. • Published in English and Welsh. • Be available at their Health Board offices and at public libraries. • Once published consideration should be given to raising awareness once the strategy is published to stakeholders, citizens and communities. 	<p>The <i>What Matters</i> Strategy will be published bilingually in hard copy and electronic formats. Arrangements will be made for a copy of the <i>What Matters</i> and the Delivery Plan to be available at Cardiff and Value University Health Board offices and public libraries in Cardiff.</p> <p>An Executive Summary and accessible version of the strategy will be made available.</p> <p>Throughout the consultation process consultees will be made aware of the publication process. <i>What Matters</i> will be launched with appropriate coverage in the Council Newspaper and other local media sources. All consultees will receive an electronic copy of <i>What Matters</i> and hard copies will be made available on request to the wider community.</p>
Implementation	
Partners with a statutory responsibility must take all reasonable steps to deliver the strategy.	<p><i>What Matters</i> on page 15 states ‘All partners also acknowledge the importance of having an effective and robust monitoring system in place so that progress can be reported. This will ensure that we are focussing our attention on the right priorities.’</p> <p>An integrated performance framework encompassing all partnership activities will be developed as part of the implementation arrangements.</p>
Duty to Review	
<i>What Matters</i> will need to be reviewed on a 3-yearly basis.	The <i>What Matters</i> overarching strategy will be refreshed every 3 years, the delivery plans for each outcome being monitored annually. The needs assessment data and other local intelligence from the neighbourhood management model will be utilised to update the delivery plans.
Monitoring	
A performance monitoring system must be established and should be spelt out in the <i>What Matters</i> strategy.	<p>Further work will be continued in relation to the establishment of an integrated performance framework based on RBA.</p> <p>The Delivery Plan will be reported on annually - for further details see the Performance and monitoring section of this document.</p>
Reporting	
Annual progress report should be produced and the reporting mechanisms set out in the <i>What Matters</i> Strategy.	The Delivery Plans will be reported on annually.