

# IPB Programme Management Briefing

## 21<sup>st</sup> November 2011



### Key Messages

#### Communication

- We need a clear vision and consistency of approach.
- Communication is key both up and down through the partnership, and across regional boundaries.
- Effective communications means 'honest' conversations and an avoidance of just reporting good news.

#### Governance

- This is absolutely the day job!
- There must be clarity over roles, responsibilities and expectations.
- The IPB needs to 'add value', remaining strategic and only dealing with issues that cannot be easily resolved.
- It needs to have 'teeth' and be challenging, introducing new era of partnership working
- In many instances existing delivery structures and governance arrangements are fit for purpose and could be used within the new reporting structure, but where areas of work are new they will need more time and support.
- We need to ensure the workstreams do not become silos, building mechanisms that support 'cross-fertilisation'.
- We need a clear route for identifying the appropriate means of delivery, including a formalised relationship between the workstreams and neighbourhood management.
- Multiple demands are placed on partners; locally, regionally and nationally and the IPB can manage the interface between competing local and national priorities and give clarity over the areas of focus for Cardiff.

#### Support and Resources

- Business intelligence will be a key function of the new partnership and we need to ensure we have the skills, capacity and systems to embed and utilise it effectively.
- Given pressure on capacity, we need to consider creative ways to engage and influence multiple groups and agendas whilst minimising the burden on time.
- There will be some support provided by the Partnership and Citizen Focus team, but it is important to remember that successfully implementing this work will make our jobs easier.

#### Time

Everyone must accept that this is a developing process and we will learn together.

# Notes of Discussions

## *Facilitated Session 1*

### 1. What will IPB want from you?

- **Clarity over the problems** and a **robust evidence base** that is presented in a digestible format.
- An **improvement agenda** within the workstream that includes **clear actions and milestones**.
- A willingness to **embed partnership working in the “day-job”**.
- Reassurance that the **right stakeholders** are involved and are committed to taking the work forward.
- **Honest communication** and an avoidance of just reporting ‘good news’, whilst hiding problems.
- Clarity on which obstacles are hindering progress and **what the IPB can do to unblock** systemic problems.
- **Clear and succinct messages**.

### 2. What will you want from the IPB?

- **Support and resourcing**
  - Recognition that **multiple demands** are placed on partners locally, regionally and nationally, particularly relating to reporting.
  - Ongoing **support from the Integrated Partnership Team** particularly whilst the programmes are being established. **Support from managers of core services** will be needed to ensure partnership is mainstreamed as part of the day job.
- **Communication**
  - A **clear vision for the programmes** as a whole, with a sense of collective purpose.
  - Greater **clarity about the relationship between the workstreams**, to **avoid workstream silos**.
  - Consistency of approach so that everyone knows **what to expect when they attend the IPB**.
  - **Two way communication**, ensuring that information on progress and issues resolution feeds back down.
  - **IPB members to “champion” Programmes**
  - **Prioritisation** when competing priorities exist.
- **Governance**
  - Need to ‘**add value**’ by unblocking issues that cannot be addressed by operational staff.
  - **The IPB must be accountable for the work as a whole**.

### 3. How will you consider and manage stakeholder expectations?

- **Recognise that many issues are long term in nature** and entrenched across the city. Emphasis must be placed on clearly communicating the medium to long term nature of successful intervention.
- Potential **conflict of interest** and **competing priorities** must be effectively managed.
- **Not all work will be taken forward through the Programmes and Workstreams.** Other partnership work will continue, and may become a priority for the partners as circumstances dictate.
- Workstreams must use available **information and intelligence**, particularly since neighbourhood information will be available quarterly.

### 4. What are your timescales for convening your workstream groups? What else needs to happen?

- Where possible **existing groups will be used but timescales will reflect the IPB's meeting schedule** and their agenda. NM mechanisms are already in place and will continue.
- IPB must make all **programme and workstream leads aware of any emerging requirements.**
- There is a need for further information about how resources are to be allocated and the priorities for commissioning.
  - A directory of services would be useful of who to contact and how to make connections.
  - A need to understand the role of elected members. There was a feeling that their expectations have been raised and a responsibility for people working at the local level to involve them but also at the wider, strategic level.

### 5. How will you coordinate and manage deliverables?

- Programme and Workstream Leads will be responsible for developing their own **management arrangements** and **convening timely meetings.**
- There is a need to clarify and formalise the **relationship between NM Action Plans and the City Wide workstreams.**
- It is important to join up workstreams so that they **don't become silos.**
- Neighbourhood management is increasingly being used as a means of delivering our partnership priorities, meaning we may need to consider how it is resourced over the long term.
- RBA will support delivery of the new arrangements by providing an **integrated performance management framework** and maintaining a **focus on outcomes.**
- Officers within other organisations should be seen as part of a wider virtual team, so that the Integrated Partnership Team is not alone in supporting the processes.

## ***Facilitated Session 2***

### **1. How will you use Business Intelligence to inform your workstream priorities?**

- **There must be a genuine commitment** from all partners to share information and develop information sharing protocols.
- **We must encourage a culture shift** in our use of intelligence as part of our business planning process. This also demands that **staff have the necessary skills to interrogate data**.
- **Investment in analysis**, is crucial if we are to create a successful business intelligence environment. There was concern expressed regarding the current capacity to ensure adequate analytical skills in both creating and interpreting data.
- A clear **route for accessing the information** across the partnership will be vital. Cardiff Research Centre (CRC) may be able to make additional specific information available and will work with teams to address data gaps. Partners must also be prepared to formalise the way they submit data and intelligence to CRC.
- Intelligence must be **as broad as possible**, covering policy developments, local intelligence and service user experience which can be used to test the 'hard' data and provide a fuller picture.
- Over the longer term a **software solution** may be needed to aid partnership business intelligence.

### **2. 'Cross-regional and Cross-organisational' working.... Who do you engage and how?**

- **Some programmes and workstreams will require a regional approach** and there is considerable discretion for Programme Leads to set up their own delivery structures and partners as needed.
- The Integrated Social Care Board and the Area Planning Boards were cited as potential **areas of learning for regional working**. There is already a lot of regional working underway in the health arena with a number of partners working to different organisational boundaries.
- **Appropriate representation** within the workstreams is key. This may involve finding **creative ways for people to engage** without physically attending meetings.
- In some areas there may be **competing national and local priorities**. The IPB are the body to manage that interface and give partners clarity over the priorities for Cardiff.

### **3. What routes and mechanisms will you use to deliver actions?**

- In many instances **existing delivery structures and governance arrangements are fit for purpose** and could be used within the new reporting structure. Workstreams should build on and develop the work undertaken by existing networks and partnerships.

- There is also an opportunity to **re-evaluate membership and structures**.
- Links with core business are essential in order to convince managers that they will be able to deliver their objectives more effectively.
- ‘Community engagement’ needs to be further embedded to build citizen involvement in the design and delivery of services.
- Some individuals will be involved in multiple workstreams and neighbourhood management teams. This could put pressure on capacity, meaning that Workstream Leads, Programme SROs and the IPB should be aware of this as we go forward.
- The arrangements must include strong **links with third sector organisations**. They are key partners who should be involved in delivery and also at the strategic level.

#### 4. How will you identify blockers/levers for change?

- **Organisational buy in is needed from the entire range of partners**. It is hoped that the performance management reporting process will allow for issues to be raised honestly.
- **Recognise and utilise the ‘layers of intervention’**. The framework provides a clear escalation process, with quick resolution easily provided at the workstream or programme level, whilst more complex or challenging problems can be taken to the IPB.
- Strong **links between NMT and the workstreams** need to be made to ensure there is no duplication of activity.
- Some organisations and service areas have already shifted resources to meet demand and reorganised their structures to match the six neighbourhood areas. How neighbourhood management is embedded and supported over the long term must be an ongoing consideration.
- The neighbourhood management teams will also need to work more closely together to share learning and coordinate activity.

#### 5. What will/won’t need to go to the IPB?

- There is still a level of **uncertainty about what will and won’t need to go to the IPB** and there is a need for clear guidelines about what is legitimate to submit.
- There needs to be a level of **openness to present key issues** that acknowledges areas of challenge and red risks as well as identifying successes.
- **Issues escalated to the IPB must require high level consideration**. This is in recognition of the fact that both the Programme SRO and Workstream Lead are senior figures themselves with significant levels of authority. The IPB should never have to ask ‘Why are we looking at this issue?’
- The IPB will need to **consider recommendations from the Programme Board to start or stop a workstream** activity and any themes identified by the SRO’s from the prioritised workstreams.
- The IPB will need to consider commissioning decisions until the new commissioning structure goes live.

## 6. Timescales

- **Learn by doing** – there is a recognition that this is a new process and a new experience for those involved. Consequently, there is an appreciation that roles, responsibilities and expectations will become clearer as the arrangements mature.
- Whilst the timescales for **embedding the new delivery arrangements were regarded as challenging**, it was recognised that for many of the workstreams involved re-packaging existing activity within the new reporting framework.
- There was also agreement that if the IPB recognised that the shift towards the new consistent performance management arrangements was an iterative process then the direction of travel was achievable.
- There must be an acceptance that **everyone is in a different place** and will therefore require different amounts of time and levels of support to put their arrangements into action.
- In addition, there must be recognition that this is a **learning process** and elements of the arrangements may develop over time.
- The next phase of development could see **further integration across our organisations**, including the sharing and pooling of resources, which the IPB could lead.
- It was suggested that the processes should be reviewed in March, particularly concerning any new workstreams.

## Appendix 1 - Integrated Partnership Board's Priority Workstreams and Lead Officers

Programme		Workstream		Workstream Activities			
ID:FYP	<b>Families and Young People</b>  <i>Nick Jarman, Interim Corporate Director (People), Cardiff Council</i>	ID:FYP.EYI	<b>Early Years Intervention</b>  <i>Chris Jones, Chief Officer- Schools and Lifelong Learning (CC)</i>	ID:FYP.EYI.1	<ul style="list-style-type: none"> <li>Undertake preventative actions to improve child outcomes (Flying Start)</li> </ul> <b>Avril Hooper, Operational Manager (OM)- Flying Start (CC)</b>		
		ID:FYP.YP	<b>Youth Participation</b>  <i>Chris Jones, Chief Officer- Schools and Lifelong Learning (CC)</i>	ID:FYP.YP.1	<ul style="list-style-type: none"> <li>Improve attendance and behaviour of young people in school</li> </ul> <b>Robert Hopkins, OM- Management Standards and School Effectiveness (CC)</b>		
				ID:FYP.YP.2	<ul style="list-style-type: none"> <li>Reduce the number of young people who are not in education, employment or training</li> </ul> <b>Simon Morris, OM- Youth Service (CC) / John Fabes, Achievement Leader 14-19 (CC)</b>		
				ID:FYP.YP.3	<ul style="list-style-type: none"> <li>Reduce anti social behaviour</li> </ul> <b>Sheena Lawson, Antisocial Behaviour Manager (CC)</b>		
		ID: FYP.VF	<b>Vulnerable Families</b>  <i>Maria Michael, Chief Officer- Children's Services (CC)</i>	ID:FYP.VF.1	<ul style="list-style-type: none"> <li>Target support for vulnerable families (including Families First and Integrated Family Support Services)</li> </ul> <b>Angela Bourge, OM- Resources, Children's Services (CC)</b>		
				ID:FYP.VF.2	<ul style="list-style-type: none"> <li>Address issues affecting disabled children and young people</li> </ul> <b>Rose Whittle, Divisional Lead Therapist, Children and Women Services (Cardiff &amp; Vale University Health Board)</b>		
				ID:FYP.VF.3	<ul style="list-style-type: none"> <li>Safeguard children</li> </ul> <b>Ros Caines-Prentice, OM, Looked After Children (CC)</b>		
		ID: SCC	<b>Safer and Cohesive Communities</b>  <i>Sarah McGill, Corporate Chief Officer- Communities (CC)</i>	ID: SCC.SSC	<b>Safety and Safeguarding Communities</b>  <i>Julian Williams Deputy Chief Supt, South Wales Police</i>	ID: SCC.SSC.1	<ul style="list-style-type: none"> <li>Reduce domestic and sexual violence</li> </ul> <b>Morgan Fackrell, Chief Executive- Cardiff Women's Aid</b>
						ID: SCC.SSC.2	<ul style="list-style-type: none"> <li>Improve offender management/ Reduce first time entrants to the youth justice system</li> </ul> <b>Ingrid Masemeyer, OM- Youth Offending Team (CC)</b>
						ID: SCC.SSC.3	<ul style="list-style-type: none"> <li>Develop a vibrant and safe night time economy</li> </ul> <b>Martin Hamilton, Chief Officer Place, City Management, (CC)</b>
ID: SCC.CC	<b>Community Cohesion</b>  <i>Dave Holland, Head of Regulatory and Support- Communities (CC)</i>			ID: SCC.CC.1	<ul style="list-style-type: none"> <li>Deliver the outcomes sought by the CONTEST strategy</li> </ul> <b>- Prevent: Steve Carr, Communities &amp; Neighbourhoods Manager (CC)</b> <b>- Pursue: DCI Andy Davies, SWP</b> <b>- Prepare: Gavin Macho, Principal Emergency Manager (CC)</b> <b>- Protect: Gavin Macho, Principal Emergency Manager (CC)</b>		
				ID: SCC.CC.2	<ul style="list-style-type: none"> <li>Address issues relating to perceived "community boundaries"</li> </ul> <b>Martin Innes, Director- Universities Police Science Institute (Cardiff University)</b>		
				ID: SCC.CC.3	<ul style="list-style-type: none"> <li>Reduce hate crime</li> </ul>		

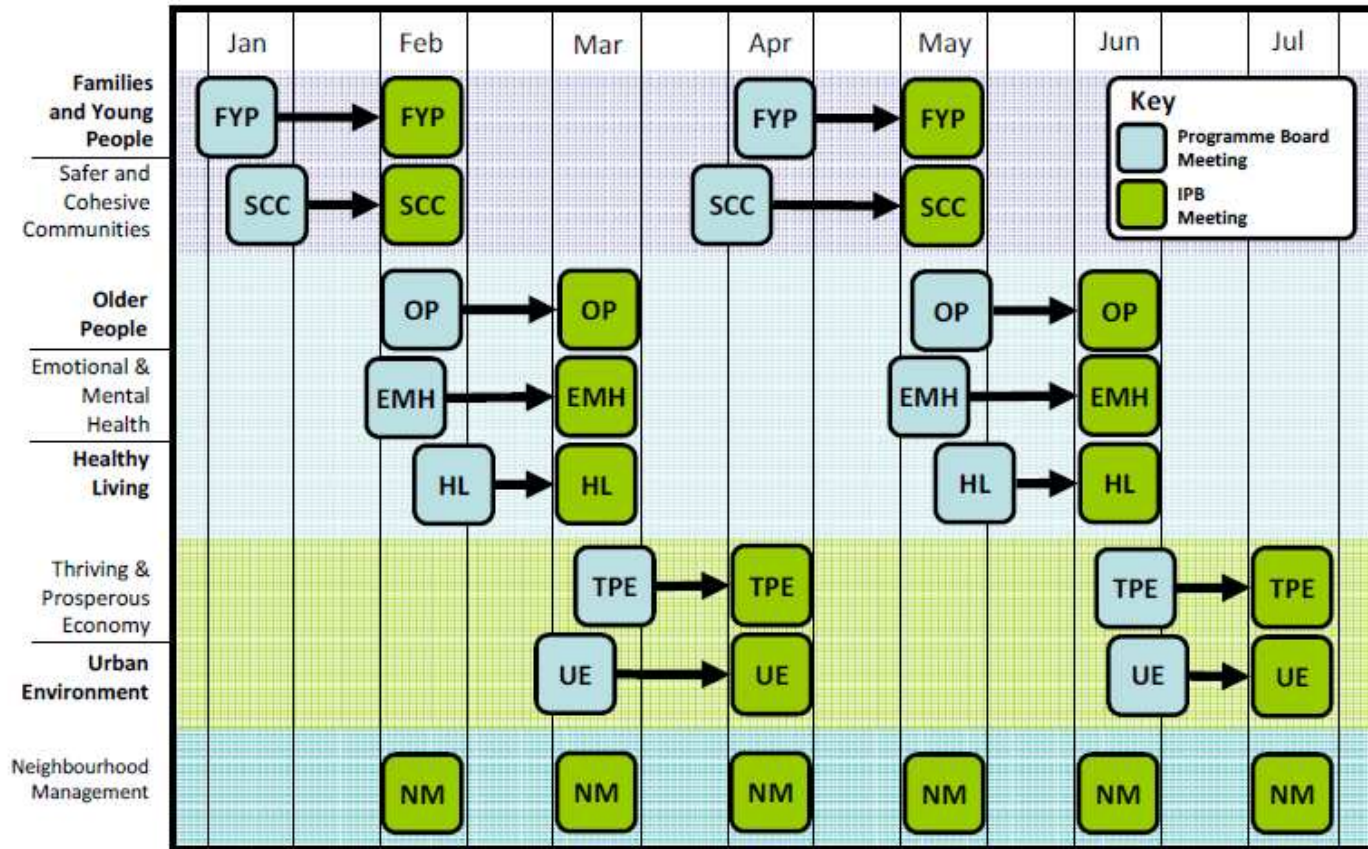
Programme		Workstream		Workstream Activities	
					<p><b>Chief Inspector Steve Siddall- Communities/Partnerships , SWP</b></p> <p>ID: SCC.CC.4</p> <ul style="list-style-type: none"> <li>Assist people and communities to feel safe</li> </ul> <p><b>Chief Inspector Steve Siddall- Communities/Partnerships, SWP</b></p>
ID: OP	<p><b>Older People</b></p> <p><i>Fiona Jenkins, Executive Director of Therapies and Health Science (C&amp;V UHB)</i></p>	ID: OP.OPS	<p><b>Older People Services</b></p> <p><i>Mike Murphy, Chief Officer- Adult's Services, (CC)</i></p>	ID: OP.OPS.1	<ul style="list-style-type: none"> <li>Support the Frail Elderly</li> </ul> <p><i>Sue Morgan, Divisional Manager, Primary, Community and Intermediate Care (CVUHB)</i></p>
ID: EMH	<p><b>Emotional &amp; Mental Health</b></p> <p><i>Director of Primary, Community &amp; Mental Health (C&amp;V UHB), Sharon Hopkins on Interim Basis</i></p>	ID: EMH.EMH	<p><b>Emotional and Mental Health</b></p> <p><i>Ian Wile, Divisional Manager Adult Mental Health (C&amp;V UHB)</i></p>	ID: EMH.EMH.1	<ul style="list-style-type: none"> <li>Adult Mental Health</li> </ul> <p><i>Mike Murphy, Chief Officer- Adult's Services</i></p>
				ID: EMH.EMH.2	<ul style="list-style-type: none"> <li>Children &amp; Young People</li> </ul> <p><i>Cath Norton, Clinical Director, Child Health (C&amp;V UHB)</i></p>
ID: HL	<p><b>Healthy Living</b></p> <p><i>Sharon Hopkins Executive Director of Public Health (C&amp;V UHB)</i></p>	ID: HL.SM	<p><b>Substance Misuse</b></p> <p><i>Cardiff &amp; Vale APB Manager (TBC)</i></p>	ID: HL.SM.1	<ul style="list-style-type: none"> <li>Reduce damaging alcohol consumption</li> </ul> <p><i>Dave Holland, Head of Service - Regulatory and Supporting Services - Cardiff Council</i></p>
				ID: HL.SM.2	<ul style="list-style-type: none"> <li>Reduce smoking</li> </ul> <p><i>Trina Nealon, Principal Health Promotion Specialist (C&amp;V UHB)</i></p>
		ID: HL.HLS	<p><b>Healthy Lifestyles</b></p> <p><i>Sue Toner, Principal Health Promotion Specialist</i></p>	ID: HL.HLS.1	<ul style="list-style-type: none"> <li>Increase physical activity</li> </ul> <p><i>Graham Craven, Head of Service for Community Facilities, Cardiff Council</i></p>
				ID: HL.HLS.2	<ul style="list-style-type: none"> <li>Promote nutrition and healthy eating</li> </ul> <p><i>Eryl Powell, Principal Health Promotion Specialist (C&amp;V UHB)</i></p>
ID: TPE	<p><b>Thriving &amp; Prosperous Economy</b></p> <p><i>George Boyne, Dean of Business School, Cardiff University</i></p>	ID: TPE.SE	<p><b>Sustainable Employment</b></p> <p><i>Neil Hanratty, Chief Officer- City Development (CC)</i></p>	ID: TPE.SE.1	<ul style="list-style-type: none"> <li>Promote entrepreneurship</li> </ul> <p><i>Tbc</i></p>
				ID: TPE.SE.2	<ul style="list-style-type: none"> <li>Promote the development of key economic sectors</li> </ul> <p><i>OM - Economy &amp; Major Projects (CC)</i></p>
				ID: TPE.SE.3	<ul style="list-style-type: none"> <li>Improve local competitiveness by developing local capacity</li> </ul> <p><i>Tbc</i></p>
ID: UE	<p><b>Urban Environment</b></p> <p><i>John Harrison, Environment Manager, Environment Agency</i></p>	ID: UE.CSE	<p><b>Clean and Sustainable Environment</b></p> <p><i>Tara King, Chief Officer- City Services (CC)</i></p>	ID: UE.CSE.1	<ul style="list-style-type: none"> <li>Develop a Carbon Lite city</li> </ul> <p><i>Phil Williams, OM, Strategic Planning &amp; Development Management (CC)</i></p>
				ID: UE.CSE.2	<ul style="list-style-type: none"> <li>Reduce litter and address fly tipping</li> </ul> <p><i>David Lowe, Waste Operations Manager (CC)</i></p>
				ID: UE.CSE.3	<ul style="list-style-type: none"> <li>Reduce dog fouling</li> </ul> <p><i>Jayne Cherrington, Operational Manager – Strategy &amp; Enforcement (CC)</i></p>
		ID: UE.ICPT	<p><b>Intra City Public Transport</b></p> <p><i>TBC</i></p>	ID: UE.ICPT.1	<ul style="list-style-type: none"> <li>Improve public transport issues including cross city travel</li> </ul> <p><i>Tbc</i></p>
				ID: UE.ICPT.2	<ul style="list-style-type: none"> <li>Encourage a modal shift in transport</li> </ul> <p><i>Paul Carter, OM, Transport Policy &amp; Development (CC)</i></p>



## Neighbourhood Management Programme

<b>ID: NM</b>  <b>Neighbourhood Management</b>  <b>Sarah McGill,</b> <b>Corporate Chief Officer- Communities (CC)</b> (s.mcgill@cardiff.gov.uk)	<b>ID: NM.CS</b> Cardiff City and South <i>Joint Chairs:</i> - <b>Carol Collins</b> , Operational Manager- Local Training and Enterprise (CC) (c.collins@cardiff.gov.uk) - <b>Rachel Lewis</b> , Locality Manager, Cardiff & Vale UHB (RachelS.Lewis@wales.nhs.uk)	<i>Neighbourhood Officer, Katie Prichard</i> (kprichard@cardiff.gov.uk)
	<b>ID: NM.SE</b> Cardiff South East <i>Joint Chairs:</i> - <b>Martin Birch</b> , Operational Manager – Bereavement & Registration Services (CC) (mbirch@cardiff.gov.uk) - <b>Nici Evans</b> , Head of Partnerships, Cardiff & Vale UHB (nicola.evans7@wales.nhs.uk)	<i>Neighbourhood Officer, Peter Curry</i> (PCurry@cardiff.gov.uk)
	<b>ID: NM.E</b> Cardiff East <i>Joint Chairs:</i> - <b>Don Davidson</b> , Group Leader, Regeneration Programmes (CC) (d.davidson@cardiff.gov.uk) - <b>Sally Cockerill</b> , Community Investment Manager, Hafod Housing Association Ltd (sallyc@hafod.co.uk)	<i>Neighbourhood Officer, Michelle Andrews</i> (MAndrews@cardiff.gov.uk)
	<b>ID: NM.N</b> Cardiff North <i>Joint Chairs:</i> - <b>Tracey Thomas</b> , OM- People Services (CC) (TThomas@cardiff.gov.uk) - <b>Lynne Topham</b> , Locality Manager, Cardiff & Vale UHB (lynne.topham@wales.nhs.uk)	<i>Neighbourhood Officer, Nicola Feneck</i> (NFeneck@cardiff.gov.uk)
	<b>ID: NM.W</b> Cardiff West <i>Joint Chairs:</i> - <b>Simon Morris</b> , Operational Manager- Youth Service (CC) (simorris@cardiff.gov.uk) - <b>Inspector Paul Arkontopoulos</b> , South Wales Police (paul.arkontopoulos@south-wales.pnn.police.uk)	<i>Neighbourhood Officer, Philippa Fido</i> (PFido@cardiff.gov.uk)
	<b>ID: NM.SW</b> Cardiff South West <i>Joint Chairs:</i> - <b>Will Lane</b> , Operational Manager – Environment (CC) (w.lane@cardiff.gov.uk) - <b>Andy Methven</b> , Fire Commander, Ely (ad-methven@southwales-fire.gov.uk)	<i>Neighbourhood Officer, Alex Gray</i> (AGray@cardiff.gov.uk)

IPB Programme Reporting Arrangements



## Appendix 3 - Attendees

<b>Name</b>	<b>Job Title</b>	<b>Organisation</b>
Paul Arkontopoulos	Local Policing Inspector (NM Chair)	South Wales Police
Martin Birch	Operational Manager, Bereavement & Registration Services (NM Chair)	Cardiff Council
Steve Carr	Operational Manager, Communities and Neighbourhoods	Cardiff Council
Linda Chandler		Cardiff & Vale UHB
Carol Collins	Operational Manager, Local Training & Enterprise & Neighbourhood Learning (NM Chair)	Cardiff Council
Graham Craven	Head of Service, Community Facilities	Cardiff Council
Don Davidson	Group Leader, Regeneration Programmes (NM Chair)	Cardiff Council
Nici Evans	Head of Partnership Development (NM Chair)	Cardiff & Vale UHB
Morgan Fackrell	Chief Executive	Cardiff Women's Aid
Meredith Gardiner	IHSC Programme Manager	Cardiff & Vale UHB
Peter Greenhill	Assistant Chief Officer	Wales Probation Trust
Ceri George	Joint Commissioning Officer	Cardiff Council
Martin Hamilton	Chief Officer, City Management	Cardiff Council
Catryn Holzinger	Senior Strategy & Research Officer	Cardiff Council
Richard Hibbs	Operational Manager, Families First	Cardiff Council
Jon House	Chief Executive, Cardiff Council & Chair of Integrated Partnership Board	Cardiff Council
Fiona Jenkins	Executive Director of Therapies and Health Science	Cardiff & Vale UHB
Steve Jarman	Operational Manager, Research & Community Engagement	Cardiff Council
Chris Jones	Chief Education Officer	Cardiff Council
Rachel Jones	Operational Manager, Partnerships & Citizen Focus	Cardiff Council
Tara King	Chief Officer, City Services	Cardiff Council
Will Lane	Operational Manager, Environment (NM Chair)	Cardiff Council
Sheena Lawson	Anti Social Behaviour Manager	Cardiff Council
David Lowe	Operational Manager, Waste	Cardiff Council
Sarah McGill	Corporate Chief Officer, Communities	Cardiff Council
Mike Murphy	Chief Officer, Adult Services	Cardiff Council
Cath Norton	Child Health Team	Cardiff and Vale UHB
Dylan Owen	Principal Strategy Officer	Cardiff Council
John Paxton	Principal Partnerships Officer	Cardiff Council
Eryl Powell	Public Health Consultant	Cardiff & Vale UHB
Lynne Topham	Locality Manager North/West Cardiff (NM Chair)	Cardiff & Vale UHB
Tracey Thomas	Operational Manager, Human Resources (NM Chair)	Cardiff Council
Susan Toner	Cardiff Healthy Cities / Public Health Consultant	Cardiff Council/ Cardiff & Vale UHB
Lisa Wake	Facilitator	

Anne Wei	Head of Partnerships	Cardiff & Vale UHB
Rose Whittle	Divisional Lead for Therapies	
Julian Williams	Deputy Chief Superintendent	South Wales Police
Phil Williams	Operational Manager, Strategic Planning & Development	Cardiff Council

## Apologies

Jacqui Bell	Chief Executive	VAC
Angela Bourge	Operational Manager, Resources - Children's Services	Cardiff Council
Avril Hooper	Operational Manager, Flying Start	Cardiff Council
Sharon Hopkins	Executive Director of Public Health	Cardiff & Vale UHB