Cardiff Integrated Partnership Board
Minutes of the meeting held on Wednesday, 6th December 2011
Conference Room, Cardiff Bay Police Station

Attendance:
IPB Members:
Jacqui Bell (JB) Chief Executive, C3SC
Jon House (JH) (Chair) Chief Executive, Cardiff Council
Peter Greenhill (PG) Assistant Chief Officer, Wales Probation Trust
Rod Hammerton (RH) Assistant Chief Fire Officer, South Wales Fire and Rescue Service
Sarah McGill (SM) Corporate Chief Officer - Communities, Cardiff Council
June Milligan (JM) Director General, Local Government and Communities, WG
Maxi Thomas (MT) Chief Superintendent, Cardiff BCU

Policy Support:
Rachel Jones (RJ) Partnerships & Citizen Focus Manager, Cardiff Council
Sheena Lawson (SL) Integrated Partnership Manager, Cardiff Council
Anne Wei (AW) Head of Partnerships, Cardiff and Vale UHB
Catryn Holzinger (CH) Senior Strategy and Research Officer, Cardiff Council

In attendance:
Nick Jarmon (NJ) Interim Corporate Director - People, Cardiff Council and Programme SRO, Families and Young People
Chris Jones (CJ) Chief Officer, Education, Cardiff Council, Workstream Lead, Youth Participation
Shirley Rogers (SR) Senior Manager, Careers Wales
Simon Morris (SMo) Achievement Leader, Cardiff Council and Workstream Activity Lead (NEETs)
Mark Freeman (MF) Chief Executive, Careers Wales
Carol Collins (CC) Local Training and Enterprise Manager, Cardiff Council and Chair of Cardiff City and South Neighbourhood Management Team
James Healan (JHe) Youth Development Officer, Cardiff Council and member of Cardiff City and South Neighbourhood Management Team

1). Welcome, Minutes and Matters Arising

JH welcomed everyone to the meeting. Apologies were received from Jan Williams and Sharon Hopkins. JH also welcomed Sheena Lawson, who has recently been appointed as the Integrated Partnership Team Manager and will provide support to the Board as part of this role.

The minutes of the 26th October were agreed as an accurate record.

Matters Arising
A written update on Matters Arising was received, covering issues raised at the last IPB but not covered elsewhere on the agenda. There were no outstanding issues that required further attention. However, JH highlighted the new format of the meetings, emphasising the importance of maintaining a strategic focus. The breadth and volume of issues that the board will need to consider make it necessary to keep the content ‘super strategic’ so that time is not wasted. Support officers will need to ensure that those who attend understand how the meetings will be run and what is required of them.

Action: Ensure attendees are aware of what will be required at the IPB (RJ/ SL/ CH).

2). Programme Management Arrangements
A briefing session was held for the programme SROs, Workstream Leads and
Workstream Activity Leads on 21st November with the intention of communicating the new arrangements and building consensus around how the new partnership will function. RJ talked the Board through a report, which had been compiled after the session, highlighting some of the key messages. These included;

- **Good communication** - through the partnership and across regional boundaries. There was also recognition that the arrangements could only be successful if everyone was committed to have honest conversations.
- **Challenge** - the IPB needs to have ‘teeth’ to hold people to account.
- **Strategic focus** - the Board needs to remain strategic, only dealing with issues that cannot be easily resolved.
- **‘Cross-fertilisation’** - we need to ensure the workstreams do not become silos.
- **Timing** - in many instances existing delivery structures are fit for purpose, but where areas of work are new they will need more time and support. Everyone must accept that this is a developing process and we will learn together.

Following this session, the key people had begun to convene their delivery arrangements. The Partnerships and Citizen Focus team will continue to communicate how these arrangements will function and will offer some support to the less developed workstreams in the initial stages.

RJ then explained the reporting arrangements would see a ‘rolling programme’ presented to the IPB, constituted by 2 or 3 programme updates and 1 neighbourhood update at each meeting.

JB told the Board that some elected representatives from the voluntary sector feel they have been ‘locked out’ of the process. She said there is concern that they will lose influence over policy and planning. There is, however, acknowledgement that the arrangements are still developing and there will be opportunities for the third sector to participate in the workstreams and workstream activities.

AW suggested the symposiums could present an ideal opportunity to communicate key messages and maintain links with existing third sector partners, whilst picking-up with new ones.

JH said how important it is that the partnership does not lose expertise and we need to find a meaningful and focused way of engaging people in the new model.

JB told the Board that she is developing a leadership programme for third sector representatives who sit on partnership groups. JH suggested there could be an opportunity to run this through the councils ‘Academy’.

**Programme Focus – ‘Families and Young People’**

JH welcomed Nick Jarman, Programme SRO, Chris Jones, Workstream Lead, along with Shirley Rogers, Mark Freeman and Simon Morris, Workstream Activity Lead to update the Board on the Youth participation workstream.

CJ began by telling the Board the young people who are NEET are very often involved in activity which causes issues for other partners highlighting the partnership nature of the problem. He explained that the NEET issues had been a particular problem in Cardiff for the last 6 years, with a 33% increase over the period.

SR added that the Cardiff figures “topped” the Welsh league last year, but figures are beginning to show a decrease. The latest destination figures for year 11 show a 2.8% increase in the 16 year olds returning to school or college and a 2% reduction in the number of ‘unknowns’. One reason given for this improvement is the Learning Coach team, working out of @33 in Charles Street. However, the figure is still high and there are
significant increases for the 18-24 age group, particularly for young men.

She then explained how there is a lack of coordination of activity relating NEETs across Cardiff, with a very complex picture of large numbers of organisations and projects working with young people and drawing down funding, with no strategic overview.

JH said we need to ensure that any new organisations or activities come to us first and asked how we become a receptive hub. MF replied by saying we need to develop a clear vision, strategy and implementation to bring the streams of work together.

SMo told the Board how working in partnership has helped to improve the gathering and use of data. He said how important it is for frontline workers to be able to share information on young people and gave the example of PCSOs sharing local knowledge, which is happening in pockets in the East. MT said that as soon as signs of success emerge, the police would be happy to expand that example of good practice.

JH asked which other organisations or professionals could be usefully engaged in this information sharing. SMo suggested Housing Associations would be useful partners. SM informed the team that there is a Housing Association Forum where this could be raised.

CJ then began to take the Board through the proposed actions, the first of which was to establish a multi-agency strategy group. Once the group had been set up, the membership and Terms of Reference would be sent to the IPB for sign-off.

AW said that, in keeping with the Public Health perspective, they would like to see an emphasis on prevention. CJ responded by telling the Board that the early steps needed to be taken in schools and as a result, headteachers were included in membership of the group.

NJ added that the group must focus on innovation and hard actions, such as pooling of budgets or providing employers with incentives to take young people on.

PG asked if any lessons had been taken from Swansea and Wrexham, who had both been identified as practice leaders.

SR replied that there had, in fact the Cardiff ‘5 tier’ model had been developed from Swansea’s work. JM commended Andrew Goodall’s work on best practice in service delivery to the group, which had drawn on Swansea and Wrexham’s approaches. She also suggested the group be action focused rather than strategy focused.

She then said that each of the Board representatives should consider their role as an employer and what they can do to provide opportunities for young people. WG are “filling from the bottom”, offering a large number of Modern Apprenticeships.

JH agreed that an action group would be better. He also agreed that partner organisations have a responsibility as employers and said that he would be happy to hold an event for business leaders to encourage them to take on young people. It was suggested the Proud Capital Leadership Group could be opportunity to involve more private sector representatives in the discussion.

CJ added that one of the key steps going forward will be to encourage schools to take responsibility for young people’s progression, no matter whether they choose to stay in school, go to college or enter employment. He emphasised that this requires winning the ‘hearts and minds’ of headteachers.

The point was also made that some good practice had developed in Cardiff, with a
considerable amount coming from the Kafka project; specifically @33 and the location of a primary mental health worker at the premises. MF said that this was “sector leading practice”. However, JM raised the issue of why the figures have remained so high. SM said that whilst this specific example is leading practice, there are other key areas that must be developed, specifically employability skills and employment opportunities.

JH thanked CJ, SR, SM and MF for their presentation. RJ added that the work would be reported back to the IPB through the reporting arrangements.

### 3). Neighbourhood Area Review

#### Neighbourhood Area Review: Cardiff City and South

JH welcomed Carol Collins, Chair of Cardiff City and South Neighbourhood Management Team, and James Healan, Youth Development Officer, Cardiff Council, to the meeting to give an overview of how neighbourhood management is being developed in Cardiff City and South.

CC began by explaining that the team has developed into a core of around 12 partners who attend regularly. These people are committed and have a good understanding of the area.

She then went on to explain the characteristic of the neighborhood. City and South has a very young profile, with over half of residents below the age of 30. Consequently, there is a big call for youth services. There are big issues for life expectancy- Butetown having the worst in Cardiff at 71.9 year- meaning that health are a prominent partner.

JH added that unemployment in the area is particularly high at 6.8%, compared to a city average of 4.4%. He said there is a cultural element to unemployment in the area and they now have a Careers Wales Learning Coach who goes to the local Mosques. There is also uncertainty about how many NEETs there are in the area as young women tend not to take up their entitlement for certain services and benefits. JH referenced the previous presentation and suggested JHe communicate with SMo to feed into wider developments on tracking young people.

CC said that the BEST Centre, run by Local Training and Enterprise, will be a focal point for employment in the area. As part of the Butetown regeneration programme there will also be a new Youth Centre and Community Centre, which Vinci have won the contract to build. As part of their contract Vinci have signed-up to employ local young people. However, this is not working effectively at the moment as Vinci are not linking with local training providers. JH suggested a letter be sent from him, in his capacity as Chair of the IPB, to Vinci.

CC then told the Board that the team had held consultation events with local communities and stakeholders, but these had been disappointing and they need to look in more detail at what can work. JH said that communities are facing ‘consultation overload’ and advised the team to build on existing mechanisms. MT said there is an opportunity to link with the police’s Somali women only consultation group. JB suggested the team also contact Katie Mallam at VAC who can advise on which other local networks to link with.

CC then highlighted an inherent problem with the City and South neighbourhood, which is the disconnection between city centre and the rest of the area. This is an issue because there is no representation from the city centre on the team and neither are the team invited to participate in the city centre management team. JH suggested a letter be sent from him requesting a city centre management team representative be invited onto the Cardiff City and South neighbourhood management.

| Action: JHe to discuss NEET information sharing with SMo. |
| Action: Letter to be drafted and sent to Vinci from JH (RJ/ SL). |
| Action: CC and JHe to contact police and Katie Mallam at VAC to link with other consultation mechanisms. |
| Action: Letter to be drafted and sent to city centre management team from JH (RJ/ SL). |
The conversation then turned to the demand for English for Speakers of Other Languages (ESOL) provision. JH said this was a big issue and demand is not being met. SM said more needs to be done to map demand and provision. This links with developments on neighbourhood learning. JHe added that we need to be flexible and “bend to need”, choosing appropriate times and environments. JB added that other successful providers also need to be identified. JH requested that ESOL figures are circulated at the next meeting.

CC then moved on to discuss substance misuse, which is another big problem in the area. It is especially a problem with young people and there is an issue around whose responsibility it is to provide them with support and information. Youth workers can do part of this but they need to refer them on for more specialised support. Currently, there is a lack of drug support provision to refer young people on to. AW suggested this should be fed into the substance misuse workstream.

Following on from that point, prostitution was also identified as a notable problem in the area. CC described the problem and how it impacts on the neighbourhood and asked that it be kept on the IPB agenda. MT said the Sex Worker Forum action plan would be published in January, the core principle of which is that sex workers should be managed as victims, rather than perpetrators. This means there will be an enforcement plan kerb crawling and a victim plan for sex workers, focusing on harm reduction.

CC then explained how drug and sex work related waste was an associated problem in the area. As a result, the neighbourhood team feel they need priority support from the council’s waste management team. JH suggested SL speak to Tara King, Chief Officer- City Services, to find out about routines and practices in City and South.

JH then thanked CC and JHe for their presentation, which had been informative and focused on the key issues.

JH also commented that the format of the meeting had been successful by centring on what the IPB could do to add value and unlock challenges.

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<th>4). IPB Collaboration &amp; Infrastructure</th>
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<td><strong>Update on Cardiff Assets Working Group</strong></td>
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<td>Following Charles Coats’ presentation at the previous IPB on 6th December on behalf of the Cardiff Asset Working Group, the Board requested the final report on the Canton Pilot be received for discussion.</td>
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Whilst the Board recognised the information on Canton stock was very useful, they were disappointed that the focus of the work had been on buildings, as opposed to service delivery. It was suggested that a more operational perspective on service delivery needed to be fed in and that neighbourhood management and community hubs were an essential part of the picture.

Although the report can be used as a lever, clearly setting out spare capacity, they felt that, given the duration of the project, more progress should have been made. Although the report gives the ‘as is’ picture, it does not present identifiable opportunities for reconfiguration. The Board were keen to see increased momentum with this work, recognising its vital importance. It was suggested a ‘decision tree’ be mapped out for the project, setting out planned engagement and decisions at each stage.

| Action: Connect the project with neighbourhood management and community hubs work (SM/ RJ/ SL). |
| Action: Cardiff Assets Working Group to set out clear timescales and proposals, including planned engagement and decisions. |
### 10) Horizon Scanning and AOB

#### WG Draft Budget and Financial position 2012/13

JH suggested an item on the Budget and Local Government settlement be included on the January agenda, allowing 10 minutes for discussion.

#### WG Public Service Leadership Group

JH then asked JM to give an update on the Public Service Leadership Group, which has been established to provide national leadership for collaboration, taking over from the Efficiency and Innovation Board. Andrew Goodall’s work on new models of delivery will continue as part of this, under the new descriptor of ‘Effective Services for Vulnerable People’. The group will also oversee the Organisational Development and Simpson Implementation and Asset Management and Procurement national work programmes. The group will work with the Statutory Partnership Council for Wales, which will provide political leadership and accountability.

SM commented on the procurement element, saying that in her experience there is a great deal of nervousness around what we can and cannot do. The result is public bodies spend significant amounts of money obtaining advice, which is costly and inefficient. JM said she would take that back.

#### Home Office ‘Deep Dives’ on Police & Crime Commissioners

The developments relating to Police and Crime Commissioners will be a key issue for the IPB and each respective organisation. Discussion highlighted risks, such as the need to ensure we clearly present Cardiff’s priorities, which is likely to be a significant piece of work, because each local authority area will be required to bid for money on a force-wide basis.

#### Partnership & Plan Rationalisation – letter from the Minister

The Board then discussed the Minister for Local Government and Communities’ letter on partnerships and plan rationalisation. The letter sets out the Minister’s intentions form improving the efficiency and effectiveness of partnership working by reducing the number of plans and partnerships. He has set a challenge of reducing the number of local partnerships by half by the end of this year and putting in place integrated plans by April 2013. It was noted that, given developments in Cardiff, partners can feel proud of what has been achieved and that we are ‘ahead of the game’.

JH then reflected on the regional agenda and asked for views on collaborating with the vale. It was agreed to agenda a longer discussion at the next meeting.

#### Proud Capital Leadership Group & Partnership Symposiums

RJ updated the Board on the planned symposiums, which will take place on;
- Community Safety – a.m. 10th January
- PC Leadership Group – a.m. 13th January
- Health, Social Care & Wellbeing – p.m. 31st January
- Children & Young People – a.m. 7th February
- PC Annual Conference – 5th March

These events will be used as an opportunity to give specific issues an additional focus, share information and develop wider engagement, whilst also celebrating success. RJ asked for any suggestions on speakers or topics to be forwarded to her.

| Action: Item on the Budget and Local Government settlement be included on the January agenda |
| Action: Issue of financial costs of procurement advice to be fed in to the Asset Management and Procurement group (JM). |
| Action: Include collaboration with the Vale on next agenda (RJ). |
| Action: Forward suggestions for speakers or topics to RJ (ALL). |

### 11) Date of Next Meeting

The next IPB meeting will be held at 9.30am on 18th January at Cardiff Central Library, meeting room 4.