

Note of Meeting

ONE SWINDON BOARD

TUESDAY 7 JUNE 2016

Present: Councillors David Renard and Stan Pajak, John Gilbert, Carmel Burton, Cherry Jones, Karen Reeve, Gavin Calthrop and Sam Mowbray (Swindon Borough Council), Angus Macpherson (Police and Crime Commissioner), Mike Veale, Dean Knight and Mike Clease (Wiltshire Police), Liz Hickey (Wiltshire Probation), Michelle Howard (SEQOL), Nicky Alberry (Business West), Richard Hill (VAS), and Nicki Millin (CCG).

1.	Welcome and introduction	ACTION
	Councillor David Renard, Chair of the One Swindon Board, welcomed everyone to the meeting.	
2.	Place Marketing Business Case	ACTION
	<p>Nicky Alberry, Business West, and Gavin Calthrop, Swindon Borough Council, gave a presentation to the Board on the Place Marketing Business Case. The Board was asked to consider making £115k available from the public sector transformation funding to support the implementation of this plan, and the year one action plan.</p> <p>The Board had already considered the business case in draft form at its meeting on 26 January 2016. It was noted that Gavin Calthrop, from the Council's Communication Team, has now taken over responsibility for this project which aims to develop a competitive positioning and identity to enhance Swindon's reputation as a great place to live, work, invest and visit.</p> <p>The Board considered the reputation and perception of Swindon, and how that affects the recruitment and retention of staff. This project aims to increase economic activity and promote Swindon by creating products such as a unified website, an inward investment prospectus, a recruitment and retention campaign, and consistent advertising messages. An infrastructure needs to be in place to support these changes in order to ensure that the plan has a sustainable and successful future.</p> <p>During discussion the following points were raised:</p> <ul style="list-style-type: none">• The need to keep the momentum going on this project to ensure a positive spin on Swindon, and how this project will	

	<p>galvanize and co-ordinate organisations across Swindon.</p> <ul style="list-style-type: none"> • The difficulties currently experienced by not having a tangible product to promote Swindon, and the benefits from having a consistent dialogue. • The expectation that the brand / logo / design guidelines will be available by August, and that the unified marketing and the Swindon Prospectus will be available by September. • The opportunity for businesses based here to be national and international ambassadors for Swindon. The Council standing down as the lead for this project should encourage more businesses to sign up, especially if a business leader is appointed to chair any Board that may be set up. • The expectation that by this time next year a scheme will be in place for income generation, and that businesses will have been encouraged to pool communications budgets together to create a revenue pot. The proposed Board will then be the protectors of the Swindon brand. • The importance of encouraging current residents to be ambassadors for Swindon as well as businesses, by trying to reduce negativity and increase people talking positively about Swindon. • The opportunities available for positive marketing, for example by displaying signage on road works and building sites promoting the development in the town. <p>The Board noted the presentation and agreed to fund £115k for the project.</p>	
3.	Implications of Place Marketing for One Swindon - Development of a Public Service Board	ACTION
	<p>The Chair introduced this item, and highlighted the importance of ensuring that public and private sector partners are still working together in an effective way to tackle important issues.</p> <p>Mr John Gilbert, Chief Executive at Swindon Borough Council, highlighted how the public sector cannot be the same anymore, and how it needs to reframe itself in line with the changing landscape. He queried if this Board is still making a real difference in its current format, and noted how private businesses are in the best position to drive through a new Place Marketing Board as discussed in the previous item. This highlights the need to think differently about how things can operate, and how agencies can work collaboratively with reduced budgets in the future.</p> <p>Mr Gilbert explained some of the areas that existing Public Service Boards have already started work on, and these include safer communities, Families First, Ageing Well Strategy and asset sharing. Agencies in Swindon could look at common areas such as</p>	

	<p>these to help develop terms of reference around them going forward.</p> <p>During discussion the following points were raised:</p> <ul style="list-style-type: none"> • The resultant separation between the public and private sector from these proposals, and how any Boards set up could run in tandem with connections built between them. • Increases in the private sector undertaking public sector work within the changing landscape. • The membership of established Public Service Boards, and how they involve the voluntary and private sector, but how the themes discussed are different to what is discussed at this Board. <p>The Board agreed to consider more detailed proposals on developing a Public Service Board at its next meeting.</p>	John Gilbert
4.	Going Local – Engagement Approaches across One Swindon partners	ACTION
	<p>Sam Mowbray, Head of Performance, People and Engagement at Swindon Borough Council, gave a presentation to the Board on the proposed approach to engagement across the One Swindon partners.</p> <p>She highlighted how the role of the Council is changing, and how there will be less direct service provision in the future. The Cabinet will be considering a report at its meeting on 16 June 2016 regarding the work that the Council will do over the next four years towards the delivery of their Vision. The Performance Dashboard, considered by this Board at its last meeting, will be going live shortly afterwards.</p> <p>The Board then considered how relationships need to change with stakeholders and residents to enable meaningful dialogue on important issues. The Cabinet will be considering a report on the parishing of the whole Borough at its next meeting, along with the possibilities for Parish Councils to take over some service delivery, and these proposals will require a high level of engagement. Officers at the Council have also been pulling together a stakeholder map to help engage more meaningfully with the right people in the right areas.</p> <p>During discussion the following points were raised:</p> <ul style="list-style-type: none"> • The need for conversations amongst agencies to create a new philosophy of honest and open debate, which helps to inform people about relevant issues. This enables people to 	

	<p>meaningfully contribute towards solutions, and removes the perception of not being listened to which can occur from the typical formal consultation process.</p> <ul style="list-style-type: none"> • The residents and groups within Swindon that are committed to being involved in what agencies do, and how the Council wants to explore avenues for joint working on engaging with these people. • The selection process of determining which residents and community groups are involved in any final stakeholder list. • The potential for agencies to plan joint programmes of work where there are common themes they need to engage on. • Residents being educated to understand the choices available to them. • Wiltshire Police's roll out of a new model of policing. • The challenges of managing expectations amongst the public on what services agencies are able to provide. • The suggestions that consultation only works when residents are already informed, so an honest dialogue is required to explain any changes and risks, and what the service priorities are. <p>The Board noted the presentation.</p>	
5.	Child Sexual Exploitation Business Case	ACTION
	<p>Karen Reeve, Interim Director of Children's Services at Swindon Borough Council, gave a presentation to the Board on the Child Sexual Exploitation Business Case. The Board was asked to consider making £10k available from the public sector transformation funding to help raise awareness about child sexual exploitation (CSE) in the Borough of Swindon.</p> <p>Ms Reeve highlighted the huge amount of work that has already been done through other forums, such as the Safeguarding Boards, to raise awareness of CSE issues in Swindon. It has been acknowledged, however, that more focus is required on engaging with members of the public and raising community awareness. It has been recognised that there is a need to get to families earlier, and to break the cycle by helping people to recognise the CSE warning signs earlier. The bid of £10k is to fund materials and training for this purpose.</p> <p>During discussion the following points were raised:</p> <ul style="list-style-type: none"> • How all secondary school staff will eventually have received CSE training, and how most secondary schools have been raising CSE awareness amongst their children. The aim is to move on to primary schools next. 	

	<ul style="list-style-type: none"> • How profiling amongst partners leads to the best intelligence possible being available, helping to identify CSE issues quickly and to deal with them in the most appropriate manner. • How communications and marketing can be built into performance measures by, for example, monitoring who is taking away and using any literature. Any subsequent impact from a person reading that literature, however, is intangible and cannot be measured. • How some larger companies within Swindon have allowed CSE items to be placed in their company newsletters to help raise awareness. <p>The Board agreed to fund £10k, and requested that an update on this work be provided to them by June 2017.</p>	Karen Reeve
6.	Progress with the One Swindon Projects	ACTION
	<p>The Board received a progress report on the One Swindon Public Service Transformation in Partnership projects. All the projects have defined outcomes so that they can be fully evaluated, and evaluation has been clearly linked to cost benefit analysis.</p> <p>The Board considered updates for each project under the following sub-headings:</p> <p>Growing the Economy</p> <ul style="list-style-type: none"> • Ready for Work Academy • Local Supply Chain • Town Centre Team / Integrated Front Line Working <p>Strengthening Families</p> <ul style="list-style-type: none"> • Troubled Families • Alcohol Support and Advice Project • Domestic Violence – Perpetrators Project • Domestic Violence – Independent Domestic Violence Advisers <p>Reducing Demand for Adult Services</p> <ul style="list-style-type: none"> • Community Navigators • Wellbeing Co-ordinators • Safe and Independent Living (SAIL) • Reducing Reoffending – The Five Wards Project <p>The Board noted that since the original suite of projects, as set out above, were approved in April 2014, funding had been awarded for six more projects. They received an update for each project as</p>	

	<p>follows:</p> <ul style="list-style-type: none"> • Multi Agency Risk Enablement Panel for adults with multiple needs • Swindon 175 • Street Drinkers Project • Social Inclusions and Welfare Manager • Dementia Advisers • Adult Safeguarding <p>The Board then discussed how the shared intelligence and learning points from each project have been used, with particular reference to how they have transformed public services.</p> <p>The Board noted the presentation.</p>	
7.	Predictive analytics	ACTION
	<p>Mike Clease, Analyst, and Dean Knight, Inspector, from Wiltshire Police gave a presentation to the Board on predictive analytics which is the practice of extracting information from existing data sets in order to determine patterns and predict future outcomes and trends. It forecasts what might happen in the future with an acceptable level of reliability, and includes what-if scenarios and risk assessments. Wiltshire Police is aspiring to work collaboratively with partners to develop predictive analytics as part of delivering integrated services, and Mr Clease and Mr Knight asked the Board to agree, in principle, that the concept of predictive analytics could be used as an early intervention tool to identify families where early intervention work could be delivered to prevent them escalating to 'troubled' status.</p> <p>The Board considered information regarding the Bristol Think Families Insight Team, which has early intervention work already taking place between Avon and Somerset Police and the Bristol City Council Troubled Families scheme. Governance issues have been ironed out through the work already undertaken on this project, and Wiltshire Police now want to work similarly with Swindon Borough Council.</p> <p>During discussion the following points were raised:</p> <ul style="list-style-type: none"> • How looking at the data set for troubled families, plus other information that could be loaded in to the system from partner organisations, would provide the opportunity to identify any families that may have been missed through the Troubled Families Scheme. • The potential role for health services and the education 	

	<p>sector in helping to predict and identify families that are heading towards meeting the criteria of a 'troubled family'.</p> <p>The Board agreed that predictive analytics could be used as an early intervention tool, and noted that contact will be made between Wiltshire Police and Swindon Borough Council officers to move this forward. The Board welcomed an update at a future meeting.</p>	Carmel Burton
8.	Future Direction of One Swindon	ACTION
	<p>This item had been covered during discussion on Item 3. Implications of Place Marketing for One Swindon - Development of a Public Service Board.</p>	