

## Note of Meeting

### ONE SWINDON BOARD MEETING: TUESDAY, 23<sup>RD</sup> JULY 2013

**Present :** Gavin Jones (SBC), Cllr David Renard (SBC), Nigel Tucker (JCP), Liz Rijnenberg (Wiltshire Probation), James Griffin (JGr) (SBC), Michelle Howard (SEQOL), Heather Mitchell (SEQOL), Liz Holmes (Chair of CTB), Tony Ranzetta (CCG), Simon Routh-Jones & John Popowicz (Wilts Fire & Rescue), Pat Geenty (Wiltshire Police), Cllr Brian Mattock (SBC), Cherry Jones (SBC), Cllr Stan Pajak (SBC), David Wray (VAS), Cllr Jim Grant (SBC), Angus MacPherson (PCC), Alison Chamberlain (SBC), Shaun Banks (SBC); Sue Wald (SBC)

**Guests:** Paddy Bradley (SBC- for Nicky Alberry), Andy Tatam (Wilts Police – Integrated Front Line Workforce)

**Apologies:** John Gilbert (SBC), Nicky Alberry (Influence), Paul Aviss (Wilts Probation), Nerissa Vaughan (GWH), Dr.Peter Crouch (CCG),

<b>1.</b>	<b>Welcome and Announcements</b>	
	DR welcomed everyone to the meeting, set out the agenda and identified the key objectives for the session. He was pleased to note that Swindon had been chosen as part of the next wave of Public Service Transformation (Community Budgets) Areas and welcomed this news.	
<b>2.</b>	<b>Public Service Transformation – Chief Officer Updates</b>	<b>ACTION</b>
	<p><u>Swindon Borough Council</u></p> <p>GJ noted that Chief Officers had met on 19<sup>th</sup> July. He was encouraged by the commitment of Chief Officers to the programme and noted from the Council's perspective it was an opportunity for improved service delivery and accountability.</p> <p><u>Wiltshire Probation Trust</u></p> <p>LR welcomed the news and the exciting possibilities it offered. She had been speaking to colleagues who were involved in the first wave of pilots. It also improved WPTs position in the transformation process they are going through and the establishment of 21 organisations to run the service nationally including one encompassing Wiltshire, Avon and Somerset.</p> <p><u>Clinical Commissioning Group</u></p> <p>TR advised that Swindon's population's average age was rising; which whilst taking into account the good general health also meant there was a high take up of services. This was likely to increase and therefore preventative work was essential in order that communities could become more self-reliant. He felt that the transformation programme could be the trigger for new funding and investment into Swindon and that the CCG were totally committed to the process and had additional ideas for business cases for consideration by the One Swindon Board.</p> <p><u>Wiltshire and Swindon Fire and Rescue Service</u></p> <p>SR-J confirmed that the fire service are fully committed to the programme and he is interested in seeing the reward sharing model. Wiltshire and Swindon Fire and Rescue Service were particularly interested in the Integrated Front Line Workforce Project. He updated the Board on minor changes to the structure of the service following Chris Hartrick's departure.</p> <p><u>Job Centre Plus</u></p> <p>NT indicated that he felt JCP could have an active role within the transformation process. Welfare Reforms had only scratched the surface of the transformation process and One Swindon offered scope to widen networks and engage with complex customers and their families. And to help people develop the skills set to release them from benefit dependency. He was interested in how we unlock and recycling reward/gains and also interested to see how JCP (DWP) have featured in the pilots, how gains had been recycled and sustainability especially if there were changes in priorities. He felt the key issue was data sharing and how to overcome data protection in this area and in intelligence sharing.</p> <p>The Board discussed the issue of savings and whether these would be retained for reinvestment</p>	

	<p>within Swindon or if they would be lost to Whitehall. JGr noted that in the four pilots the vast majority of savings had been retained for reinvestment locally. The issue of cross border agreements was also discussed and it was noted that agreements with Wiltshire might be forthcoming at a later stage but this shouldn't dilute the sense of urgency on Swindon' progress.</p> <p><b><u>Voluntary Action Swindon</u></b></p> <p>David Wray indicated the voluntary sector was ready for the forthcoming challenges but that there needed to be more resources available to facilitate work and interaction between bodies. He was interested to hear the benefits that VAS and the wider voluntary community might experience.</p> <p><b><u>Wiltshire Police</u></b></p> <p>PG confirmed that the Police are committed to One Swindon working and co-operation but noted that following meeting at Whitehall he was not convinced that Government Departments were joined up in their thinking or approach, either across individual services nor the wider public service provision. There was a need for a strategic intent at this level and noted that this could be helped through a cost/benefits model. The opportunity to provide existing or better services within reducing budgets was key, the benefits of successful projects would be felt outside of Swindon. I was also important to think about future benefits as well and immediate returns, as for instance, operational policing was often about redirecting focus to get in front of crime.</p> <p><b><u>SEQOL</u></b></p> <p>HM echoed the commitment and contribution of others around the table and said that SEQOL was a new, brave organisation and that people around the room could benefit from that experience, especially around social enterprise and Academic Health-sites Network.</p>	
4.	<p><b>Business Case Update and Review</b></p>	
	<p><b><u>Gateway Project (Community Navigators)</u></b></p> <p>TR (CCG) updated the Board on this project:</p> <ul style="list-style-type: none"> <li>• Work was slightly more advanced and on track.</li> <li>• Ready for advertising but mobilisation would take longer.</li> <li>• Savings based on quarters.</li> <li>• Assistance from partner organisations in spreading the community brief would be appreciated.</li> </ul> <p><b><u>Reducing Re-offending (5 Wards Project)</u></b></p> <p>LR (WPT) reported:</p> <ul style="list-style-type: none"> <li>• Board is now up and running.</li> <li>• Cohorts identified and extra officers were working on the identification and tracking system.</li> <li>• Locations – nearly identified – waiting for final confirmation.</li> <li>• Have made strong links with Swindon Churches Together</li> <li>• Still data sharing problem with Police and SBC, including access to NICHE.</li> </ul> <p>The Board noted it was important to be able to flag issues requiring attention in order that a speedy resolution might be achieved.</p> <p><b>Actions:</b> AC to broker conversations with SBC teams. PG &amp; LR to liaise regarding data issues involving the Police.</p> <p><b><u>Integrated Front Line Workforce</u></b></p> <p>Andy Tatam introduced himself to the Board as the new lead on the IFLW project and highlighted:</p> <ul style="list-style-type: none"> <li>• This was seen as a high priority piece of work – needs colleagues help around the table to make it a reality.</li> <li>• A meeting set for the 24<sup>th</sup> Sept to design the approach and scope the way forward.</li> <li>• The target is to have a business case ready by the end of September to circulate for consideration before coming to the next Board meeting in October.</li> <li>• The issue of timescales for implementation against the size of project was discussed.</li> <li>• He re-iterated that the commitment of the Board to the project was essential for its</li> </ul>	

success.

GJ thanked AT for moving this difficult work forward and urged AT to think about pilot projects rather than try to tackle every aspect at the same time.

### **Joined Up Local Procurement**

Paddy Bradley updated the Board on behalf of Nicky Alberry (Chair of Influence) highlighting the following points :

- Board funded research into supply chains – this work is almost complete and will be presented at a workshop on 19<sup>th</sup> August 2013.
- The skill set required locally to facilitate the maximum outcome arising from local procurement.
- The process of research undertaken.
- The need for a mechanism to advertise and match skill sets against company needs during the procurement process.
- The need to reflect on the research and to agree a model going forward on a pilot basis.
- A forthcoming presentation to Forward Swindon on what was required for a successful model.
- The benefits to Government and members of the Board – the opportunity to look at incremental spend and areas around Green energy.
- The need to spread the message to local suppliers that this could be the way to get involved in major construction projects for example Witchelstowe.
- Collaborative procurement, using existing procurement processes.
- The challenge of identifying scale for targeted action.
- The possibility of a pilot to prove the concept and to prove the work could be replicated in a process that could benefit Board members.

### **Common Customer Cohorts**

JGr updated the Board :

- The identification of cohorts and how the Board benefit from identifying them and their effect on demand.
- Following a steer from the Board on 25<sup>th</sup> June the research questions have been identified.
- That semi-structured interviews would be undertaken with Board Members over the coming weeks which would inform a workshop on 26<sup>th</sup> September.
- The identification of overlapping cohorts to understand greatest demand.
- The need to further develop the business case and the mechanisms to allow work to continue between Board meetings.
- The possibility of teaming up with a university or other organisation (such as a Research Council) to help validate work.

## **5. Structuring and Resourcing for Success**

The Board received a slideshow presentation from James Griffin regarding the bid he made, on the Board's behalf, to the Transformation Fund, which if successful would help to pump prime and push forward the Board's business cases. It was anticipated that the Board would know if it had been successful by the middle of August (this was subsequently changed to October).

The following key tasks in moving forward were identified:

- The need to perfect our existing business cases and consider what other business cases need to be developed.
- The development of an overarching work plan to keep the Board on track.
- The need for a clear savings/rewards focus as well as looking at sustainable delivery and return on investment.
- Joint Working Arrangements between the Board and Whitehall, as well as local arrangements between organisations.
- The need to get our secondees team in place as soon as possible so that they can start

	<p>working together on developing a work plan for the project. Chief Officers have already agreed a two phased approach to this, the first for 6 weeks to develop the project going forward for both the Board and Whitehall, the second for around 6 months full-time to give the business cases the push they need and work with experts around benefits realisation.</p> <ul style="list-style-type: none"> <li>• The need to set out clearly the nature of agreements and benefits realisation was critical.</li> <li>• The benefits of a Board Sponsor for the project.</li> </ul> <p>It was agreed that: –</p> <p>(1) GJ will act as Board Sponsor for the project.</p> <p>(2) JGr submit a report to the next meeting of the Board on (a) Joint Working agreements for the project, (b) a programme initiation document and programme plan, and (c) initial feedback on benefits and the scale of opportunity.</p>	
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<b>6.</b>	<b>Next Tranche of Business Cases</b>	
	<p>The Board received expressions of interest in respect of the following future Business Cases:</p> <p><b>Reducing Re-admissions:</b> TR talked to the Board around an idea he had for reducing readmissions to hospital. He was attending a workshop on 25<sup>th</sup> July to see if this was a serious opportunity and would report back to the Board. On Admission Reduction/Homecare JP that Wilshire and Swindon Fire and Rescue would be interested in this project.</p> <p><b>Troubled Families:</b> SW talked about a potential business case involving the team around troubled families. DR felt that this was an important piece of work which potentially impacts on all of the organisations in the room</p> <p><b>Information sharing Protocol:</b> JP raised the issue of updating the Board's Information Sharing protocol and agreed to lead a Task Group and finish group to progress this work. NT agreed to be a member of this working group.</p>	
<b>7.</b>	<b>Date and Time of Next Meeting</b>	
	<p>It was noted that the next meeting of the Board would be held on Tuesday 22<sup>nd</sup> October 2013, 6-8pm, Committee Room 6, Civic Offices.</p>	