

Note of Meeting

ONE SWINDON BOARD

TUESDAY 18 MARCH 2014

Present: Gavin Jones (SBC), Councillors David Renard, Stan Pajak, Jim Grant and Brian Mattock (SBC), James Griffin (SBC), Heather Mitchell (SEQOL), Liz Holmes (Chair of CTB), Tony Ranzetta (CCG), Angus Macpherson (PCC), Simon Routh-Jones (Wilts Fire and Rescue), David Wray (VAS), John Popowicz (Wilts Fire and Rescue), Maria Moore (GWH), Nigel Tucker (JCP), Nicky Alberry (Chair of Influence), Liz Hickey (Wiltshire Probation), Mike Dearing (Transformation Hub), Louise Howell (CCG), Sarah Hardwick (SBC), Chris Collins (SBC) and Carmel Burton (SBC).

1.	Welcome and notes of last meeting	ACTION
	<p>Cllr David Renard welcomed everyone present to the meeting, and introduced Mike Dearing from the Transformation Hub. He asked members to note the three issues to consider when discussing an item: will it reduce costs; will it reduce demand; and will it build capacity.</p> <p>The notes of the last meeting of the One Swindon Board held on 28 January 2014 were agreed as an accurate record.</p> <p><i>Updates</i></p> <ul style="list-style-type: none">• An update was requested on the Local Supply Chain and Procurement project, as Alison Chamberlain was marked for the action point but has now left. Nicky Alberry confirmed that a workshop will be held on 7 April with the procurement leads to take this forward. Tony Ranzetta confirmed that £177k of business had been generated in Swindon in the last week alone.• Cllr Jim Grant was asked for an update on contacting the Trade Unions to ensure they understand the ethos of One Swindon. He confirmed he has spoken to UNITE and UNISON but has yet to meet with the police and fire unions. He will report back to a future meeting once he has spoken to them all.	
2.	Shared strategy	ACTION
	<p>The Shared Strategy had been included with the agenda for this meeting as a reminder to members on agreed objectives and priorities.</p>	
3.	Common customer cohorts	ACTION
	<p>The Board received a presentation from Sarah Hardwick and Chris Collins (Swindon Borough Council) regarding the headline findings</p>	

	<p>of work undertaken on identifying common customer cohorts since the Board received its last update in 2013.</p> <p>There is 50% confidence in the current users identified which provides a good idea of the current volume of customers and the services they are using. Data has been matched to postcodes, but a move to household level would raise the confidence level above 50%. Having identified common customer cohorts allows for targeted communications, and would inform commissioning based on future predictions.</p> <p>The Mosaic Public Sector is an established customer intelligence tool from Experian which has been bespoke altered for Swindon. It can be used to identify dominant characteristics and informs on what the likely needs will be and what communications will work / not work. The differing Mosaic Segments – Types were highlighted, particularly Segment 14 and Segment 7 as examples, though it was noted that postcodes can strongly skew results.</p> <p>It was noted that the Board is being asked to give permission to the release of household and cost data from analysts, and to release 20% of partner analyst's time for two months. The aim is to move to household, cost and volume and predictive usage data which will give a greater accuracy on service users to inform commissioning and delivery across services and agencies.</p> <p>During discussion the following issues were raised:</p> <ul style="list-style-type: none"> • It was queried if the key features of each segment type were specific to Swindon or were based on examples across the country. It was confirmed that they are based across the country but that having a bespoke model allows unique data to be entered. • It was queried and noted that individuals are not being tracked as they move through services as this requires a unique identifier for each person which is not currently available. • It was confirmed by all Board members that they fully support the move to household level data. • It was suggested that there is an opportunity to make links on an economic perspective between those people in Segment 14 and the Job Centre. • It was suggested that this could be fed in to the Employment and Skills Board. <p>The Board agreed to give permission to the release of household and cost data from analysts, and to release 20% of partner analyst's time for two months.</p>	ALL
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4.	Data sharing protocol and action plan	ACTION
	<p>The Board considered this report, presented by John Popowicz, regarding a Swindon and Wiltshire data sharing protocol, action plan, and jointly funded fixed term post. It was noted that the responsibility for promoting information sharing does not lie with one person and that this is a gap that needs filling if it is to move forward.</p> <p>During discussion the following issues were raised:</p> <ul style="list-style-type: none"> • It was queried who would appoint the data sharing officer for Wiltshire and Swindon. This has not yet been discussed. • Clarification was given that scoping work is required on the different levels of security in each partner organisation, along with other investigative work on the processes in each organisation. The Board is being asked to support this moving forward. • Wiltshire has moved further forward on this issue than Swindon has and supporting this recommendation will allow that gap to be filled. <p>The Board agreed to fund £25k from the One Swindon Transformation Fund for a data protection officer to lead a 6 month scoping review.</p>	John Popowicz
5.	Business case implementation	ACTION
	<p>The Board received a presentation from Carmel Burton on critically reviewing the programme progress and plan, and asking the Board to strongly sponsor the implementation phase.</p> <p>It was noted that work is being done on understanding and mitigating the risk across the business cases, along with evaluation and cost benefit analysis. The planned latest date that any of the business cases already agreed by the Board will go live is October 2014. A company called New Economy are working with officers to produce more robust figures for the projected financial benefits and cashable savings that these projects will realise, as to avoid inflated expectations.</p> <p>During discussion the following issues were raised:</p> <ul style="list-style-type: none"> • It was noted that the cost benefit analysis model being used has been rejected by others for not being effective. Other models should perhaps be looked at, as well as utilising the expertise of Board members. • It was noted that there is no cost for using New Economy, and the eventual aim is to have a bespoke model for Swindon (after using the community budget model as a starting point). All 	

	<p>figures coming out of the current model are being tested.</p> <ul style="list-style-type: none"> Board members were asked to champion and sponsor the business cases, and ensure the principles of the partnership do not remain on the periphery but are incorporated into day-to-day work. A plan is being drawn up by the Council's Communications team to help cascade information on the Board's work. <p>The Board noted this update.</p>	
6.	Transformation Hub	ACTION
	<p>The Board received a presentation from Mike Dearing on the high-level model for the One Swindon Transformation Hub. The team will be looking at how partners can use their capability to assist each other, using the observations that have already been made on the current situation.</p> <p>Members were asked to note that the aim is to have delivery managers rather than project managers that can make things happen. The next steps are to look at resourcing and clarifying the scopes of the key projects. It was reiterated that the Hub will not be about managing change in the partner organisations but will be about cross partner projects.</p> <p>During discussion the following issues were raised:</p> <ul style="list-style-type: none"> It was noted that working with the business community could help the public sector to grow the economy and there should be a collective resource to assist this. It was confirmed that there will be engagement with the business community to allow for the opportunity to build on existing capabilities already in Swindon. It was suggested that a procurement project could replace Community Navigators on the Hub agenda as this would be a clear bridge to the private sector and bring more jobs into the area. <p>The Board noted the update.</p>	
7.	Aligned bidding for external funding	ACTION
	<p>The Board received a presentation from James Griffin on aligning responses to external transformation funds, joined-up bidding, and choosing two or three opportunities to accelerate implementation at scale during 2014/15.</p> <p>He advised members that at the recent Network Challenge meeting, Whitehall colleagues had noted that an indication of accelerated implementation on a few big projects would position</p>	

	<p>them better for applying for additional funding during 2014/15, especially if they demonstrate structural reform. Around £1m - £2m one-off funding would be available and the prospectus is expected to be published in April. He asked members to consider if the Board would be interested in developing this further.</p> <p>During discussion the following issues were raised:</p> <ul style="list-style-type: none"> • It was noted that the Community Navigator project would be suitable for this. • It was noted that the Police Innovation Fund will be finalised in April. • It was noted that there is no-one person responsible in the area for identifying potential sources of funding, though Voluntary Access Swindon (VAS) does sometimes direct people to potential opportunities. The three sectors would need to be lined up for making bids. <p>The Board agreed:</p> <ol style="list-style-type: none"> (1) To support two or three projects being put forward as part of a bid for transformation funding from Government in 2014/15. The Board will need to be kept appraised of progress. (2) More investigatory work to be undertaken on 2015/16 opportunities and proposals to determine if they are an opportunity or a distraction. To be discussed at a future meeting of the Board. (3) To discuss at a future meeting the potential of connecting people in organisations who are tasked with finding funding opportunities. 	James Griffin
8.	Social Investment	ACTION
	<p>The Board received an update from Heather Mitchell on the social investment feasibility study. The scoping project is underway, and Richard Todd has been apprised of expectations. It is also possible that this project may be able to benefit from external investment. There is a tight timetable for return, and a further update will be brought to the next Board meeting.</p> <p>The Board noted the update.</p>	
9.	Joint Commissioning	ACTION
	<p>The Board considered a report, presented by James Griffin and Tony Ranzetta, on developing a business case for One Swindon to jointly commission community capacity building and approving £25k of funding for consultancy to develop it.</p> <p>Increasing independence is one of the shared enablers agreed by</p>	

	<p>the Board, and to be more effective at achieving this will require better joint commissioning. The report contains an outline proposal which can be worked up into a business case should the Board support it.</p> <p>One aim of the proposal is to re-visit neighbourhood planning and what will promote self-reliance. There has not been much traction on neighbourhood planning in towns yet, and it would be important to include local residents on defining what the neighbourhood is, what services they want and what they expect from partners.</p> <p>During discussion the following issues were raised:</p> <ul style="list-style-type: none"> • It was confirmed that the proposed £25k funding would be used as a one-off consultancy fee to develop a toolkit that works in a town location. • It was reiterated that local people will be asked to define what makes a neighbourhood. It will not necessarily be geographical, it could be based on communities of interest for example. • It was noted that the consultants would assist the Board with learning benefits, approaches, learning points and risk as part of this process. • It was confirmed that the transformation network and the treasury would be used to source a potential consultant as they will be able to recommend a company that has done neighbourhood planning before. • It was noted that this idea had been turned down by the treasury for being too revolutionary. • It was reiterated that there is no successful town model to draw on, only rural models, so anything created would be bespoke to Swindon. This would have to be defined as part of the consultancy process. <p>The Board agreed to fund £25k for the appointment of a consultant to assist in providing a briefing on learning points and risks, which will be considered at a future meeting of the Board. An attempt will be made to recover the £25k from the Treasury.</p>	James Griffin / Tony Ranzetta
10.	Swindon Community Infrastructure	ACTION
	<p>The Board considered a report, presented by David Wray, on improving the Voluntary and Community Sector (VCS) contribution to One Swindon by agreeing an extra VCS seat on the Board, early involvement in transformation design and delivery, and jointly funding a fixed term post.</p> <p>He noted that the Swindon Community Infrastructure Partnership was established in 2012 to bring together a wider range of larger Swindon VCS organisations as a reference group to confront local needs and challenges more locally by working together. This is</p>	

	<p>managed by Voluntary Action Swindon and its work to date has been undertaken on an unfunded basis. He highlighted what the proposals contained within the report would deliver, which include an increased capacity within the VCS to meet challenges by supporting joint working across and within the sectors. The proposal would also create one point of contact for partners to access the sector, and improve communications to the communities of Swindon and feed in knowledge held by the VCS. He referred to the request for funding which is £90k for a two year post.</p> <p>During discussion the following issues were raised:</p> <ul style="list-style-type: none"> • It was noted that most things discussed by the Board require VCS support. It was acknowledged that the third sector has a huge amount to contribute. • It was noted that the creative sector (such as arts) would be able to link in and contribute to the economy. • It was suggested that the role profile of the two year post could be extended to include scoping and building links with the private sector. • It was noted that the outcomes to be delivered as set out in paragraph 7 of the report were very high-level and it did not give a clear indication of what the individual in post would actually be doing. It will be important to clarify this to ensure there is no duplication. • It was confirmed that this post would give capacity to recruit more volunteers. It would be hard to track the benefits of having the post as projects would be delivered without this role but delivered more quickly with it. • There is a need to co-ordinate the VCS differently in Swindon to give them the capability to respond to what the partner organisations ask of them. • It was noted that it is difficult to assign funding to a post with no clear job description. The Board should also feed in to the development of the job description to ensure that needs will be met. <p>The Board agreed:</p> <ol style="list-style-type: none"> (1) To provide an additional seat for the Sector on the One Swindon Board. (2) To give a commitment from partners to engage with the Sector at the earliest stage possible. (3) That revisions to the proposal on funding a Strategic Liaison Officer will be worked up by Voluntary Action Swindon, Swindon Borough Council, SEQOL, the Clinical Commissioning Group and the Police Authority. To include quantifying what benefits other than financial will be achieved by this role, and defining critical success factors and an exit strategy after two years. 	<p>David Wray</p>
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11.	Any Other Business	ACTION
	<p>Tony Ranzetta referred to the hypothetical dysfunctional family used as an example at a previous meeting. It was used to show how they needed support but promotes a reliance culture. He proposed a re-write of this (working with Communications) to show instead how they can improve things for themselves (promoting self-reliance). The Board supported this proposal.</p> <p>Liz Hickey asked the Board to note that the Team for Five Wards has been nominated for a National Probation Award.</p>	<p>Tony Ranzetta</p>