

WILTSHIRE PUBLIC SERVICE BOARD

Wednesday 28th April 2010 at 4.30 p.m. – 6.30 p.m.

Chestnut Room, County Hall, Trowbridge

AGENDA

1. **Note of the meeting on 17th March 2010 and matters arising** (15 mins)
 - Including updates on Equalities and the Voluntary & Community Sector

2. **Unitary+ (Total Place) update** (Sue Redmond) (40 mins)
Paper attached

3. **CCTV Project - update** (David Ainsworth) (10 mins)

4. **Annual appointment/confirmation of Vice-Chairman** (10 mins)
The current Vice-Chairman is Christopher Hoare

5. **Sustainable Community Strategy – update** (Niki Lewis) (10 mins)
Project Phase dates attached

6. **Communications – (including PSB Communications Strategy)** (30 mins)
(Laurie Bell)

(An update on the Use of the Performance Reward Grant will be circulated)

WILTSHIRE PUBLIC SERVICE BOARD – PROGRAMME OF MEETINGS

14th June 2010

- Safeguarding Children & Adults (20 mins)
- CAA update from the Audit Commission (Melanie Watson 40 mins)
- Unitary⁺ update – Family Justice Centre
- Gypsies and Travellers
- Climate Change
- Community Strategy
- WPSB Awayday
- Communications – standing item (Laurie Bell)
(an update on the use of Performance Reward Grant will be circulated)

AWAYDAY – 5th July 2010

- Working together and the future
(the year end performance report will have been circulated)

15th September 2010

- CAA update from the Audit Commission
- Follow up from the Awayday (to include the development of medium term priorities and action, updating the Community Strategy 2011, and impact of any new National Performance Regime)
- Unitary⁺ - update
- Communications – standing item (Laurie Bell)
(Update on Performance Reward Grant and the performance report will be circulated)

27th October 2010

- CAA update from the Audit Commission [if necessary re report]
- Unitary⁺ - update
- Communications – standing item (Laurie Bell)
(an update on the use of Performance Reward Grant will be circulated)

Possible other items (date to be determined)

- Volunteering scheme (Niki Lewis)
- Scrutiny arrangements
- Military and Civilian Integration Programme - Update (Alistair Cunningham)
- NEET mentoring update?
- Future Jobs Fund?

Wiltshire Public Service Board

Monday 17th March 2010

Attendance: David Ainsworth; Tony Barron; Laurie Bell; Sharon Britton; Alistair Cunningham; Bill Dowling; Diana Fulbrook; Andy Goves; Robert Hall; Gerry Hamersley; Steve Hedley; Christopher Hoare; Stephen Hodder; Jeff James; Andrew Kerr; Glen Leat; Maggie Rae; Juliette Randall; Sue Redmond; Steve Richards; Jane Scott; Richard Sheard; Steve Stone; John Thomson; David Warburton.

Apologies: Paul Aviss; Tony Bray; Di Dale; Craig Fisher; Niki Lewis.

MINUTES AND MATTERS ARISING

1. The note of the meeting of 1st February 2010 was approved.

Matters arising

2. Minute 5: Niki Lewis was to re-circulate PRG scheme guidance to area boards.

ACTION: Niki Lewis

3. Minute 23: Alistair Cunningham provided an update on the "Single Conversation". Wiltshire is on course.
4. Minute 26: CCTV: David Ainsworth reported that the CCTV project has been initiated and he will report progress at the next meeting.

INTRODUCTIONS AND WHAT'S NEXT

5. Andrew Kerr, Wiltshire Council's new Chief Executive, gave his first impressions of Wiltshire and led a discussion on ways the Board could work in the future.
6. Wiltshire and North Tyneside face similar issues and the differences around 'rurality' seem to be over-egged. Andrew's experiences of working in partnership in North Tyneside included:
 - Working with and churning regional and large strategies that they tried to translate through 'living partnerships'. All recognise that single organisations are no longer able to think about and resolve things on their own.
 - One public magazine covering all organisations across partnerships that provided information about local issues and the action being taken, as well as public events.
 - Annual face-to-face surveys on 'public services' not on single organisations. These informed working together.
 - Building an informed and shared understanding by looking at issues at the local level. For example, a partnership visit to Whitley Bay at night to look at anti-social behaviour identified real, practical solutions - such as doubling the width of the pavement outside the taxi rank to remove a cause of fighting and replacing glasses with safer glassware. The public reaction was very positive.

The Police are planning to do a similar thing in Chippenham.

ACTION: Stephen Hedley will let Board members know when this will take place.

7. Wiltshire's Family of Partnerships is a really good start. We should publicise this. The Wiltshire Assembly is able to look at big strategic issues and feed its opinion into our organisations and to other organisations in Wiltshire.

8. The Board welcomed the approach and confirmed that it is consistent with the way it wishes to work. It agreed that we should:
- Up our game on joint communications – this should be an easy win
 - Seek efficiencies together in respect of how we use our assets and in things we do transactionally; eg pay people
 - Have joint community engagement on a variety of issues; eg jobs, skills, anti-social behaviour, health. This will enable us to respond to government on issues together.
 - Have a clear understanding of Wiltshire’s economic situation, including the way it interacts with neighbouring economies, and have an agreed approach to development and capacity building.
 - Have a shared understanding and agreement on priorities:



- have an agreed, evidence-based umbrella “one version of the truth” that supports proper strategic thinking and helps us agree shared priorities
- fit our own plans within that; showing what we are doing about these priorities
- present priorities and issues in a joined-up way; we can then seek freedoms from government to enable us to take effective action
- be clear about what we want Wiltshire to look like and feel like in 20 years

TOTAL PLACE

9. Jane Scott updated the Board on Total Place, which in Wiltshire is called Unitary Plus. She has asked the Council’s policy officers to produce a position statement on the various initiatives, showing what is in progress and plans for the future. This will be shared with Public Service Board members in draft to add any missing information.
10. David Ainsworth provided an update on the work in Bemerton. This is a clear priority and we are now at the stage of gathering and considering detailed information, including information on networks – the contribution of partners to this is key. We now need a group of senior people to move to the next stage, and are likely to start working with

communities in May/June. It is important that people with appropriate skills, including people within the community, work with families and partners to ask how we can help people to take control and solve problems. Stephen Hodder reported that the MoD is working with the Academy on community outreach, which is an excellent opportunity. Sue Redmond will look into the possibility of a community base in the area.

ACTION: Sue Redmond to look at a community base; David Ainsworth will update next time.

11. Some Board members intend to visit Bemerton to gain a clearer understanding and the Board members asked to be contacted if there are blockages from within their organisations.

THREE LINKED ITEMS:

Research and Intelligence; Planning for Infrastructure and Growth; and Wiltshire Council's draft Corporate Plan

12. Andrew Kerr referred to the earlier discussion about planning and all agreed the approach which should give us a Community Plan by the Autumn, without making an industry out of it. The three items below will help make this effective.

Research and Intelligence and the JSNA – Maggie Rae

13. From April Maggie Rae will lead an intelligence team bringing together the Council and NHS Wiltshire. We have a wonderful opportunity on joint intelligence and the team will work with other partners including Police. The approach is:

Data → Knowledge → Wisdom

14. The 'wisdom' will support the Board in its strategic thinking and action and also support local action. This was welcomed by the Board.
15. Maggie updated the Board on the Health and Wellbeing Fairs which are being held throughout Wiltshire. These take information and advice to Wiltshire's communities and help develop a better shared understanding and local action. As an example, the Malmesbury Area Board is now championing health issues in the area – Chlamydia testing, men's health, and dementia.

ACTION: Maggie Rae will circulate a health profile to Board members for information

Planning for Infrastructure Growth in Wiltshire – Alistair Cunningham

16. Alistair Cunningham made a proposal from the working group to establish joint arrangements in Wiltshire. By planning collectively for the infrastructure needs for Wiltshire for the next 20 years we will know what we expect from developers and from planning and have a greater understanding of funding. This will identify gaps in provision, and we will use the intelligence to inform our plans and use our assets more effectively by sharing facilities. Accessing services electronically will be important so we need to tackle strategic issues such as access to broadband.
17. This will also help to ensure that facilities are properly designed into communities and that there are no surprises – and local plans will help communities to have a better understanding of all this and help communities engage in conversations with all public services about changes.
18. The approach will support better interaction with the national and regional bodies that provide facilities, and a greater understanding of the phasing of changes. It will feed our core strategy, the "single conversation" and regional funding: Having clear, agreed priorities will help secure regional funding and encourage the market to provide facilities. The Public Service Board will have an overview of priorities and will sign off the "single conversation" for Wiltshire. The infrastructure plan will feed into the community plan and

should make things more sustainable. It links with the core strategy and is informed by the JSNA.

19. The proposal was warmly welcomed and the approach agreed. This will help Wiltshire make a compelling case to bid for regional and national funding and will inform priorities for Wiltshire.

Wiltshire Council's Corporate Plan – Laurie Bell

20. Laurie Bell tabled a copy of Wiltshire's draft Corporate Plan and outlined the approach. All were encouraged to comment on the draft and asked to please e-mail any comments to Laurie Bell. Cabinet will consider the draft on Tuesday.
21. The Board could see how the Infrastructure Growth Group will contribute to the issues in the draft plan. Laurie was asked to ensure that the plan reflected the importance of public confidence/satisfaction and to send an electronic copy of the plan out to Board members.

ACTION: Laurie Bell

22. GOSW was asked to contact the government to ask if it could please use one term – public confidence or public satisfaction.

ACTION: Juliette Randall

PUBLIC CONFIDENCE AND COMMUNICATIONS

23. Laurie Bell and Diana Fulbrook tabled a report and presented information about improving public confidence in the public sector. We have a huge opportunity to improve. We know what influences public satisfaction. The draft Communications Strategy for public confidence was outlined. The key recommendations are:

- Move towards one voice for public services
- Suggest a pilot area – Anti Social Behaviour
- Pool communications resources re anti-social behaviour to deliver the pilot
- Extend the membership of the Confidence Group to include Wiltshire NHS
- Review and agree the overall targets for confidence levels
- PSB endorsement to deliver Communications Strategy

24. These recommendations were agreed, including pooling communications resources used for Anti Social Behaviour for the pilot.

ACTION: Laurie Bell and Diana Fulbrook to progress

25. We need to be specific about the issues being addressed in relation to Anti Social Behaviour eg graffiti, rowdy behaviour, etc. Changing perceptions about anti-social behaviour is a key priority for the communications plan.

26. The production of a Communications Strategy for the Public Service Board was overtaken by the work on public confidence. The Board would now wish to see its Communications Strategy produced as a matter of urgency, and the Communications Strategy for public confidence should fit within that.

ACTION: Laurie Bell will bring together a group to produce the Communications Strategy for the Public Service Board and make recommendations to the next WPSB meeting in April. The Communications Strategy for building public confidence will fit within that.

FUTURE WORK PROGRAMME

27. The future workplan should include strategically significant issues identified by individual organisations. Members will e-mail Sharon Britton with items.

ACTION: all

28. The WPSB Awayday has been arranged for Monday 5th July and will be held at Urchfont Manor, Devizes.

ANY OTHER BUSINESS

Health Protection Agency

29. Steve Richards reported that the Health Protection Agency is considering moving some of their provision to Essex. WPSB members encouraged to add to the campaign against this, which is being led by the Council. GOSW will support the campaign through Department of Health.

ACTION: Alistair Cunningham will circulate a briefing note / all to support the campaign

Next meeting:

28th April 2010 at 4.30 p.m. in the Chestnut Room, County Hall.

Public Service Board 28 April 2010

1. **Purpose of report**

2 The purpose of this report is to:

- update the Public Service Board on progress in developing the Total Place initiative in Wiltshire
- inform discussions around further opportunities for collaboration between partners

3 The report will examine:

- Background
- Working in collaboration
- High level count
- Opportunities for further collaboration
- Way forward

4 Total Place is an initiative that aims to encourage public sector transformation, leading to higher quality services at lower cost. The key to success will be devising the ways in which all service providers across a particular area might work more effectively together, transcending their bureaucracies and organisational boundaries and putting the customer at the heart of service design and delivery. Where obstacles present themselves these will be challenged through partnership arrangements and regional and national government agencies.

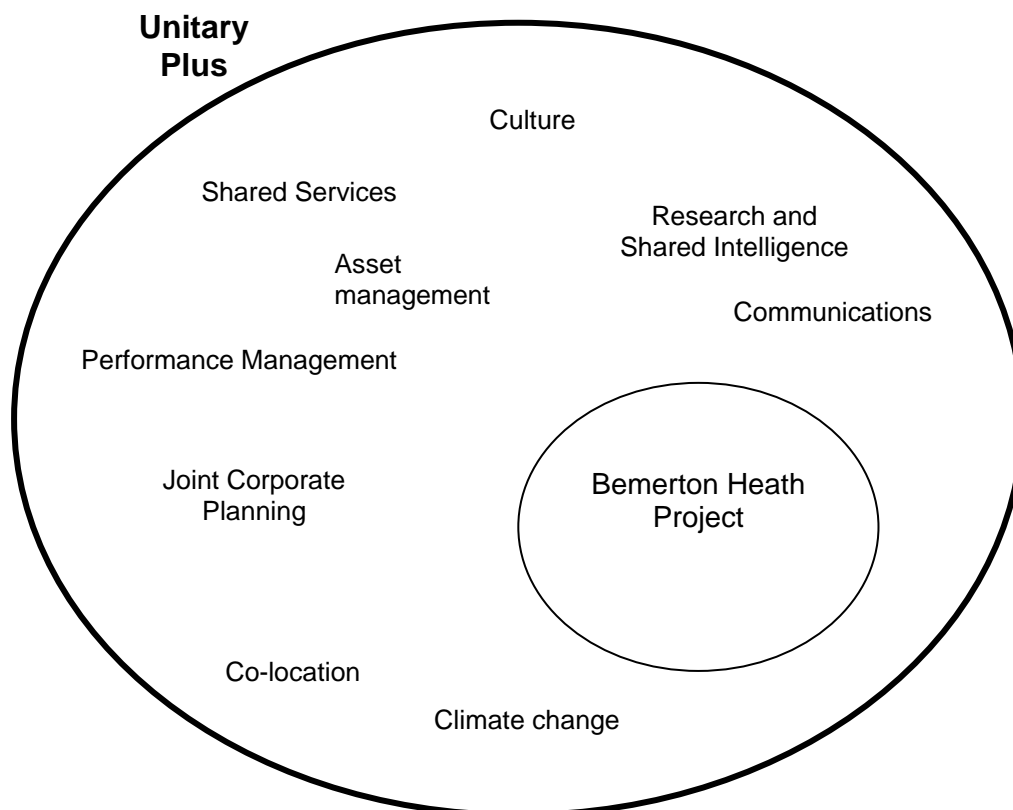
5 Total Place thinking is underpinned by the notion that existing services are very often fragmented across an area, and fragmented delivery creates waste and poor outcomes for people. Research by PricewaterhouseCoopers in 2009, commissioned by London Councils, indicated that of the £73.6 billion spent in the capital, £11 billion was wasted due to duplication and bureaucracy. The recently published 'Total Place: a whole area approach to public services' (Treasury, March 2010) suggests that significant financial savings could be achieved from adopting Total Place approaches. If costs under local control were reduced by 2%, in 2013/14 savings in excess of £1.2 billion pa could be realised.

6 Thirteen pilot projects were formed across the country to explore the potential of Total Place. Their experience has shown that a great deal of optimism exists for realising substantial savings through redesigning services around customers' needs and overcoming the organisational silos that have historically inhibited closer working. It is nevertheless acknowledged that further work is needed to move from estimating to realising savings. It is important however to acknowledge that Total Place principles are not entirely new and examples exist across the country where public service providers have joined together to reduce costs and improve services. Indeed, Wiltshire's experience of introducing a single council in 2009 illustrates this point, having delivered £8.5 million of savings in its first year (2009/10) with a further £5.8

million anticipated for 2010/11, achieved by bringing together five local authorities and unlocking the efficiencies that such a move made possible.

- 7 In January 2010 Wiltshire Council's cabinet agreed to support the development of a Total Place project in Wiltshire, based around improving outcomes for vulnerable families and individuals in the Bemerton Heath community in Salisbury. This is a pilot project but one which could subsequently influence the wider design and delivery of services across the county. The aim of this work is to deliver better services to people based on more effective working with partners, in addition to realising financial savings across providers from removing duplication. This builds on an existing initiative being delivered as part of the Think Family reform work funded by the Department for Children Schools and Families (DCSF), and capitalises on the partnerships that support this work, including those between the Police, PCT and Council.
- 8 Wiltshire's Total Place project is consistent with the existing Unitary Plus initiative that has emerged within Wiltshire following the successful delivery of a single council in 2009. Consequently, Total Place and Unitary Plus are considered one and the same. Unitary Plus will comprise the overarching environment within which a range of shared services and alignment activity between partners can take place. The more focused pilot project based on improving services to vulnerable families in Bemerton Heath will exist within this environment. The following diagram illustrates this relationship.

9



- 10 The Bemerton Heath project is progressing, with clarity now in place over its relationship with Unitary Plus and the establishment of its own governance. The project has two dimensions
 - Intensive multi agency support to families in crisis

- Work with the wider Bemerton community to better understand the role that public services can play in supporting them in realising their goals, and reducing the dependency on public service support that affects some residents.
- 11 Project management capability is in place to manage the delivery of the intensive support element, and progress is being made in developing a multi agency team where council, police, healthcare professionals and others can work together to meet the needs of families experiencing chronic difficulties in their lives. A procurement process is underway to secure specialist consultancy support for developing engagement with the community. This engagement will begin in the summer and will inform the redesign of services to families, and is also expected to provide valuable input into the wider transformation of service delivery both in the Bemerton locality and also across the county.
- 12 Progress on the project is being overseen by the existing Think Family board which comprises representatives from various services within the council, and the Police.
- 13 **Working in collaboration**
- 14 Public service organisations across Wiltshire have well developed mechanisms for communication and collaboration. In addition to service based relationships based on specific issues eg, antisocial behaviour, there are also strategic links that serve to foster a climate of mutual support where joined up solutions can be facilitated and encouraged.
- Wiltshire Assembly
 - Thematic partnerships
 - Public Service Board
 - Wiltshire Coordinating Group
 - Wiltshire Compact Board
- 15 With the support of these groups a wide range of close and productive joint working has emerged in recent years, including the development of joint goals and outcomes eg, Local Agreement for Wiltshire (LAW), Local Area Agreement (LAA).
- 16 Prompted by various initiatives and funding streams, or due to Wiltshire partners' own recognition of the need for closer working, a wide range of collaborative projects have emerged. These include:
- Joint administration of voluntary sector grants for council and PCT
 - Firm Base – jointly led by the MoD and Wiltshire Council
 - Good neighbour scheme – partnership between Wiltshire Council, Police, Fire and voluntary and community sector
 - Children's centres (x 30)
 - Joint commissioning for
 - Mental health
 - Speech and language
 - Voluntary sector support services
 - Joint posts for

- Public health
- Drugs and alcohol
- Mental disability
- Learning disability
- Children's services commissioning
- Dementia/High level care successful PFI bid

17 The above examples illustrate that we are not at the very beginning of a journey, as the capacity and enthusiasm for joint working is evident, and real benefits to people have already been delivered in many areas. However, much of our progress emerges independently and this means that the overall picture is not necessarily a coherent one. There is an absence of a clear agreement on where we are heading in terms of the level to which we might ultimately be linked, and this means that our progress may be seen as somewhat random rather than strategically driven.

18 **High level count**

19 The concept of a high level count is one that stems from work that Cumbria County Council carried out in 2006/7 and this has underpinned the development of the concept of Total Place. The aim was to identify the total spend from public service providers across Cumbria and in doing so to raise awareness of areas of expenditure where duplication may exist. It became clear that many service providers were involved in supporting a relatively small number of people and that the cost was a significant proportion of the total. Total Place has created the opportunity to think about how this knowledge could be put to use, to create better services, delivered at lower cost.

20 It would be entirely possible for Wiltshire to conduct a high level count in the same manner as those that have taken place in other parts of the country. This would tell us

- The level of public spending in the county
- Who the key spending organisations are
- How spending is broken down within categories
- The extent of control and influence at a local level

21 But a high level count will not tell us everything.

- Cost can be crude, when added value may be more useful
- The role and contribution of the voluntary and community sector (VCS) may not be fully captured.
- The extent of spend does not explain how services might be sensitive to funding reductions
- It does not explain demand
- Is current expenditure targeted effectively? High cost does not necessarily mean value for money or vice versa
- Data may be unreliable or outdated
- It does not factor in existing partnership working
- It does not tell us where potential savings may be found or where closer working may reap benefits
- Shared services or collaborative approaches may not be the answer in all circumstances

22 It is nevertheless useful to consider the data that emerged across the Total Place pilots and similar parallel projects. The extent of spend ranged from £2.2 billion in Lewisham to £22 billion in the Manchester city region pilot. Per capita spend varies from £6,000 per year in Coventry, Solihull and Warwickshire to £8,800 in Bradford and Lewisham. Various social, economic and geographical factors will influence the results including the higher levels of social security payments in areas of higher deprivation. At this high level the message is quite clear, that the combined expenditure of public service providers in any given area will be larger than we might have thought and the opportunity to capture even the smallest percentage saving from closer collaboration has the potential to amount to millions of pounds.

23 A snapshot of four service providers in Wiltshire shows the following annual spend.

Wiltshire Council	£873m
Wiltshire PCT	£673m
Wiltshire Police	£108m
Wilts Fire and Rescue	<u>£ 18m</u>
Total	£1,672m

Capital expenditure across these organisations would also be significant.

24 The total would increase when added to expenditure by the following public sector organisations in the county

- Wiltshire Fire and Rescue
- Department for Work and Pensions (DWP)
- Ministry of Defence
- Government Office for South West (GOSW)
- regional assemblies
- regional development agencies (RDAs)
- Job Centre Plus
- Homes and Communities Agency (HCA)
- Highways Agency
- Environment Agency
- Voluntary and community sector
- Higher Education Funding Council
- English Heritage
- Probation Service
- Youth Offending Service
- Arts Council
- Youth Sports Trust
- Universities/colleges

25 A great deal of work would be required to uncover the costs of the above where they relate solely to Wiltshire. It is considered however that such analysis will add little at this stage, as detailed work of this type will be better deployed within specific service areas when the actual work of designing services and reducing cost is being considered. Given that the DWP spends in the region of £700 million per annum on

benefits in addition to its operating costs it is not unreasonable to expect that Wiltshire's combined spend to be in the region of £3-4 billion pa. Interestingly, if recent government savings projections of 2% relating to Total Place were applied only to council, PCT, Police and Fire spend, it may be possible to save approximately £33 million from Total Place related collaboration.

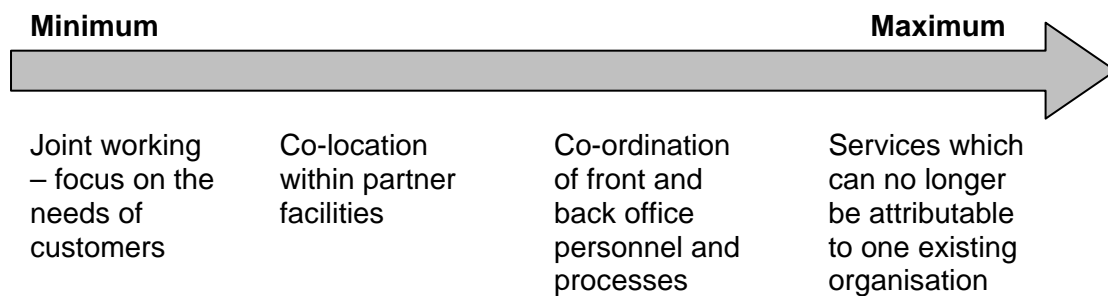
26 **Opportunities for further collaboration**

27 There are various ways in which further collaboration could develop. Some opportunities may offer greater potential for cost savings whilst others might offer greater potential for service improvement. Clearly those areas of joint working that offer high levels of both represent the most attractive proposition, although these may also represent the most transformational of the opportunities that could be pursued.

- 28 The benefits that closer working will bring include the following:
- Greater choice and easier access to services
 - Better quality and more integrated services
 - Economies of scale
 - More effective and well coordinated service planning and delivery
 - More coherent understanding of public services in an area.

29

Scale of Transformation



30 The diagram above shows the varying extent to which transformation can be adopted within an area. The extent to which any of these options might be pursued will depend on appetite and obstacles. Some of the changes that would facilitate movement towards greater levels of transformation are:

- Development of joint strategies to reflect local need and the wider scope of providers
- A single set of performance management information serving a more integrated service delivery environment
- Sharing research and intelligence
- Joint budgeting and overcoming existing funding differences
- Single cultural identity for partners

- 31 Currently, in Wiltshire there are examples of activities sitting at various points along the transformation line. The LAW and LAA provide a degree of common objectives and performance criteria, but a great deal of activity and performance management measures exist outside of these agreements. The sharing of data and intelligence has taken a step forward since April 2010, with the creation of a single research team service for the Council and PCT. This could be extended further. There is little sharing of budgets and funding differences will remain a constraint in many areas unless existing ring fencing arrangements are relaxed.
- 32 The role of the voluntary and community sector is considered by many to be vital to Total Place, as the sector as a whole has a great deal of experience of working with communities in all sorts of ways, particularly with individuals and families experiencing disadvantage. The involvement of the sector presents an opportunity to secure valuable input into the redesign of services, in addition to the possibility of efficiency related benefits that closer linkages between public sector and third sector might bring.
- 33 A single cultural identity also represents a key enabler to further joint working. The way we work together will either unlock or inhibit opportunities, and consequently an alignment of our cultures, along with our strategic goals would be an important achievement and provide the foundations for taking forward Unitary Plus in the coming years.
- 34 **Way forward**
- 35 The opportunity exists to build on existing progress and drive forward joint working within Wiltshire, consistent with Total Place principles. A Unitary Plus programme could capture existing activity and act in a commissioning capacity for further joint working/integration which would need to be consistent with an agreed approach from partners to the desired scale of transformation. This would ensure that future change is programme led and each area of activity is considered in the context of the wider programme, ensuring appropriate linkages are identified and the maximum benefits realised.
- 36 The most ambitious outcome of Unitary Plus in Wiltshire would be the development of a unified public services model, where through integration or maximising alignment, services are not perceived in terms of individual organisations but as a product of the partners as a whole and designed primarily around the needs of those receiving them. A single management structure responsible for a range of key service providers represents a bold but increasingly plausible option, where a single focus for direction and accountability could rest.
- 37 The opportunities for Unitary Plus progress will ultimately be influenced by the overall appetite from partners for the scale of transformation, but there are specific service areas that could form the initial focus of the programme.

Back office and support services	Service delivery
<ul style="list-style-type: none"> • Payroll • Communications 	<ul style="list-style-type: none"> • Customer contact • Web site

<ul style="list-style-type: none"> • Property/Asset management • Procurement • Policy, Strategy and Performance • Research, consultation and intelligence • Financial management • Legal • ICT • Human resources • Fleet management • Climate change • Audit • Business continuity 	<ul style="list-style-type: none"> • Health and social care • Economic development and employment
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38 Recent discussions between Wiltshire Council and Wiltshire Fire and Rescue Service highlighted a mutual interest in exploring a range of shared service developments between the organisations. These include fleet management, asset management, procurement, climate change and back office support, and it is anticipated that financial and service improvement benefits are achievable. The opportunity exists to widen the scope of this exploration in order to think about how the benefits anticipated may be realised across a wider range of partners in Wiltshire.

39 Further opportunities to become more centrally involved in the Total Place agenda also now exist following the publication of the Treasury's 'Total Place – a whole area approach to public services' in March 2010. This report highlights various new strands of work falling from the initial round of pilots, and local authorities and their partners can express an interest in participating in these new areas of work. The following are the key strands of work that are outlined.

40 The Single Offer

Under the Single Offer, high performing places will have the opportunity to secure freedoms from central performance and financial control as well as freedoms and incentives for local collaboration, in return for working with central government to redesign services and deliver greater efficiency. The first single offers will begin in April 2011 and will involve the identification of ambitious savings in excess of those already anticipated. Freedoms may include:

- Reduction in financial ringfencing
- Assessment based on smaller number of outcome targets
- Light touch assessment and reporting

41 Innovative Policy Offer

This is a more focused strand of work where places that are particularly strong in a specific policy area are given similar freedoms and flexibilities to those under the Single Offer, but for the specified policy area only.

42 Increasing the effectiveness of investment across areas

- Total Capital and Asset Pathfinder

- Development of strategies to align investment and asset management in a place. Swindon are a pilot authority in this strand of work.
- Social Impact Bonds
 - To help areas invest in long term initiatives where the financial benefits may not be immediately available.
- Innovative Procurement
 - To deliver step changes in efficiency and service delivery through procurement and other measures, to secure new skills, training and apprenticeships.
- Infrastructure investment
 - Unlocking places' growth potential through Government's strategic investment.

43 Summary

44 The environment in which public service and third sector providers are currently working in is a challenging one, with increasing expectations and a difficult financial future ahead. It is also an exciting moment in the evolution of public services and one where the opportunity exists to redefine the relationship between service providers In Wiltshire. Total Place and Unitary Plus can provide the impetus for change and offer the incentives to think differently, but it is vital that at the outset there is consensus on the direction that we are collectively heading in. There are choices around the extent to which we pursue closer working, and there are opportunities to become more closely involved in government led Total Place work. Wiltshire's partners have demonstrated a commitment to closer and more effective working over recent years, but it may now be possible to make a step change towards a more ambitious goal of improving lives and reducing cost.

45 Recommendations

46 Public Service Board is requested to

47 note the extent of existing progress in developing joint working across partners in Wiltshire, in particular the Total Place pilot project in Bemerton Heath in Salisbury.

48 give consideration to the extent and scale to which partners wish to explore further closer working, and in particular

- the opportunity to bring existing and future activity under a single Wiltshire Unitary Plus programme umbrella, and
- to participate in the latest government led Total Place development work.

SUE REDMOND

CORPORATE DIRECTOR – DEPARTMENT OF COMMUNITY SERVICES

Report author:

Matti Raudsepp, Policy and Communications, Wiltshire Council

Wiltshire Sustainable Community Strategy 2011-2026 - Project phases

The project will be delivered in three phases – initial information gathering and analysis, consultation and finalisation and agreement. An overview of each phase is given below.

- **Initial information gathering and analysis (Oct 2009 – late June 2010)**
 - Wiltshire Assembly conference – 30 October 2009 - workshop outcomes, collated
 - A wide range of additional data, analysed and interpreted (see evidence base at 9 below)
 - Wiltshire Assembly – focus on disadvantage and inequality priority at March 2010 conference - collate outcomes from workshops
 - Project management structure agreed, and project plan produced and submitted for approval/sign off
 - Wiltshire Co-ordinating Group 5th May - meeting devoted to gathering all key existing strategy aims, and to producing draft list of overall priorities for the SCS consultation document .
 - PSB on 14th June, and WCG on 16th June 2010 sign off draft strategy for wider consultation

- **Consultation (late June 2010 – Sep 2010)**

- **Finalisation and agreement (Sep 2010 – Nov 2010)**
 - Preparation for sign off – final discussions with:
 - Cabinet/CLT (14th September)
 - WCG (tba)
 - PSB (15th September)
 - Wiltshire Assembly Conference 15th October 2010 – presentation and discussions on final draft. Assembly to recommend new SCS to Council for adoption.
 - Final sign off – Wiltshire Council full council – November 2010
 - Publishing and distribution.
 - Use of new SCS to guide development of new Wiltshire LAW 2011-2014

Wiltshire Public Service Board

Wednesday 28th April 2010

Attendance: Jill Annal; David Ainsworth; Tony Barron; Laurie Bell; Sharon Britton; Di Dale; Bill Dowling; Andy Goves; Robert Hall; Steve Hedley; Christopher Hoare; Stephen Hodder; Jeff James; Andrew Kerr; Niki Lewis; Juliette Randall; Maggie Rae; Sue Redmond; Jane Scott; Steve Stone; John Thomson.

Apologies: Paul Aviss, Tony Bray; Craig Fisher; Diana Fulbrook; Gerry Hamersley; Steve Hedley; Glen Leat; Steve Richards; Richard Sheard; David Warburton.

1. The note of the meeting of 17th March 2010 was agreed.

MATTERS ARISING

Equalities Framework

2. Sue Redmond updated the board, including the establishment of a cross-organisation group and a single equalities scheme. There has been some confusion about the initial proposals and apologies were given for any concern caused. The group will be chaired by a member of the WPSB and will draft its Terms of Reference for consideration by WPSB.

Action: Sue Redmond to take forward

Voluntary and Community Sector

3. Niki Lewis reported that the contract for Infrastructure Support was won by GROW (Grass Roots Organisations in Wiltshire). This will also support volunteering. She also updated on youth; volunteering; the compact and community engagement. Wiltshire is to work with the sector to look at funding. In October, Wiltshire Council will sponsor the first volunteering award event.

Action: Niki Lewis to provide information on work on funding to the next WPSB meeting (14th June).

4. Niki Lewis also mentioned the Voluntary Festival taking place in June. The Resilient Communities Partnership are developing and Niki will report back to WPSB.
5. Bill Dowling asked that his thanks to Sandie Lewis be recorded for all her help with the Tedworth House project.

Chippenham 'At Night'

6. Maggie Rae asked, on behalf of Steve Hedley, that anyone wanting further information on the visit to Chippenham being organised by Police should please contact her.

TOTAL PLACE/UNITARY +

7. Sue Redmond introduced the paper, which asked if the Board wished to place the work partners are doing together into a programmed approach. The programme would then be overseen by the Public Service Board.

8. David Ainsworth raised concern about the co-ordination and evaluation of work on the Bemerton Heath Pilot. "Think Family" - It is important that the appropriate people are engaged and that the Public Service Board receives regular information on progress.

Action: Sue Redmond will look at what arrangements need to be put in place for the Bemerton Heath pilot, linked to Think Family. This should ensure the appropriate people are engaged and that there is clarity about governance, funding and evaluation.

9. There was agreement that the Public Service Board should have oversight of how the public sector works together to save money and make life better for citizens. Although this is independent of what happens with the national Total Place initiative, it could contribute to that and be useful in gaining greater freedoms from government. It would be helpful to consider the level of ambition for this type of future working to help shape the work of the Board.

Action: A group made up of one person from each organisation will work together to develop a proposal to WPSB in June. People will e-mail the names of nominees to Sue Redmond. It was agreed to call the initiative "One Wiltshire". Sue Redmond will write a report for the next WPSB (14th June), which will include a position statement on current activity and proposals on communication.

CCTV STRATEGY UPDATE

10. David Ainsworth reported that the CCTV audit data collection exercise is progressing well. The work has been tasked to all neighbourhood teams using a standard data format. The deadline for responses is 28th May 2010. The benefits of the comprehensive nature of the audit will be valuable but this is taking time to complete.
11. A strategic leads meeting was held at Police HQ on 13th April 2010 and it was agreed that a seminar to engage with the local CCTV partnerships would be the best way to capture good working practices and technology issues at the local level. This will include both public and private schemes. It will also serve to form a practitioner working party to inform the project as it progresses. It is not intended to sight this group on any plans at this stage but merely use this as an engagement and interactive event.
12. It is anticipated it will take place in approximately 4 weeks time. Wiltshire Police are taking responsibility for organising this event. Interested parties can contact Angela Shipp, 0845 4087000 ext. 7202219 and email: angela.shipp@wiltshire.pnn.police.uk.
13. The second objective for the seminar is to focus on the upcoming World Cup period and the use of public CCTV in line with the night time economy and violence reduction strategy.
14. It is anticipated that a more comprehensive report will be available by the end of June.
15. Jane Scott stated that she was very pleased that Police have taken on this project.

Action: David Ainsworth to report back to the June WPSB meeting.

ANNUAL APPOINTMENT/CONFIRMATION OF VICE-CHAIRMAN

16. Christopher Hoare was re-appointed as Vice-Chairman.

SUSTAINABLE COMMUNITY STRATEGY: THE 'WILTSHIRE COMMUNITY PLAN'

17. Niki Lewis outlined the approach to updating the community plan. Most of the research and information is already available and the process will ask organisations to consider the main issues Wiltshire is facing. The Spatial Strategy is an important part of the plan.
18. A draft Community Plan will be brought to WPSB on 14th June. The Plan will then go to the Assembly in October. It will include consideration of priorities already identified by the Assembly: Economic Development, Climate Change and Tackling Inequality. Next week's Co-ordinating Group will work on the Plan and there is an extended invitation to ensure that partners are represented.
19. The Community Plan will give an overarching view of what life will be like in Wiltshire in 20 years time. It is important that the Plan reflects partners' priorities and is done quickly. It may then be used to inform our strategic planning.

COMMUNICATIONS

20. Laurie Bell updated WPSB about work on the pilot on Public Confidence/anti-social behaviour. This is being taken forward through the Community Safety Partnership. She also updated on the task to expand the work on public confidence to cover the whole of WPSB. She has tried to get a group together but this has proved difficult, and so is now having 1:1 meetings. The aim is to produce a joined-up marketing plan and communications strategy to show and support our work together.
21. The Public Confidence/Anti Social Behaviour pilot is important. It is vital that progress is made quickly to improve public confidence and to that this is reflected in survey responses. An immediate action should be to communicate jointly so that the public is able to see that we work together on this.
22. The Wiltshire Magazine, which is going out in a few weeks, will include some articles on joint working, including work on community safety. The magazine goes to 190,000 households, and there are 8 editions a year.
23. If partners would like to contribute financially they could also include their own articles, and the Magazine could be 'badged' for all contributing partners. The cost is about £1,100 per page per edition. If the WPSB wished to go further, future editions of the magazine could be rebranded as a partnership publication. It could incorporate 'good practice' stories (eg 'Chippenham At Night'), joint initiatives, and information from each partner about 'what's on' and other useful topics. The magazine is available on the Council's Website and links could be included on partners' websites.
24. NHS Wiltshire will encourage its staff to take part in the group and will also commit to contributing to the June edition of the magazine. The group could then look at the best action for the future. The Police and the MoD also agreed to commit in principle.
25. The group may wish to consider possible use of the area community networks that currently cover 10,000 people, and area board newsletters.

Action:

- Laurie Bell will e-mail WPSB partners to get contact details and to find out who wishes to contribute to the June magazine. The turnaround will need to be rapid. There won't be time to rebrand this edition but it will be badged for each contributing partner.
- Laurie Bell will update WPSB at the meeting on 14th June, both on the public confidence pilot and on wider WPSB marketing and communications.

ANY OTHER BUSINESS

WPSB Awayday on 5th July 2010

26. It was agreed that the programme of the day would concentrate on "One Wiltshire" and Marketing.

Next meeting:

14th June 2010 at 4.00 p.m. in the Chestnut Room, County Hall.