


CABINET TRANSFORMATION COMMITTEE

MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 18 March 2014.

Cllr Jane Scott OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services)

Also in Attendance: Cllr Keith Humphries
Cllr Fleur de Rhé-Philippe
Cllr Jerry Wickham

Key Decisions Matters defined as 'Key' Decisions and included in the Council's Forward Work Plan are shown as 

1 **Apologies and Substitutions**

All members were present.

Apologies were received from Chief Constable Patrick Geenty and Dr Steven Rowlands.

2 **Minutes of the previous meeting**

Resolved:

That the minutes of the meeting held on 17 December 2013 be approved as a correct record and signed by the Leader.

3 **Leader's Announcements**

There were no Leader's announcements.

4 **Declarations of Interest**

There were no declarations of interest.

5 **Public Participation**

It was noted that no requests for public participation had been received. The Leader did however explain that, as usual at meetings of Cabinet, she would be happy to hear from any member of the public present on any items on this agenda.

6 **Transformation and Health**

Maggie Rae, Corporate Director introduced the report which asked the Committee to agree to invite a range of health partners to take part in a working group to develop a strategic framework for engaging health partners in hubs, campus developments and future estates management.

She drew attention to an error contained within the table seen in paragraph 10 of the report, noting that the Chief Executive for the Avon and Wiltshire Mental Health Partnership was Ian Tully, and not Dr Julie Hankin. It had been agreed with Ian that he would send a representative to the working group.

The complex nature of estate ownership within the health sector was recognised and GP Practice managers would be brought in based on geography and working around the Community Operations Boards. The group would be assisted by Julie Anderson-Hill and the transformation team.

The close relationship with the police at operational / officer level was noted and it was confirmed that this was mirrored with health. The working group would operate at a strategic level and set the framework across the county, aligning with community plans.

Deborah Fielding from the CCG welcomed the opportunity and drew attention to the need to have fit for purpose buildings. She highlighted the importance of having both vision and strategy.

Resolved:

That the Committee agrees to invite a range of health partners to take part in a working group to develop a strategic framework for engaging health partners in hubs, campus developments and future estates management.

Reason for proposal:

The transformation of community campuses across Wiltshire offers opportunities to transform the delivery of health and care services. A strategic framework for engaging health partners in campus developments and estates

management will mean that Wiltshire can make the most of the opportunities to work more closely with our health partners.

The purpose of this paper is to ensure we are working with the right health partners to deliver the right outcomes from campuses to the people of Wiltshire.

7 Project and programme highlight report

Ian Baker, Head of Programme Office presented the programme office highlight report for February 2014.

Key achievements in the period included the successful migration of data in the planning system, the testing of online payments and bookings in leisure and the development of the Family Information Service.

Deputy Chief Constable Mike Veale noted the improved coherence and co-ordination of police projects since working with the council, highlighting the real positive impact it was having on service delivery.

Resolved:

The Committee noted the report.

8 Systems Thinking Programme Highlight Report

Mark Stone, Programme Director presented the report which provided a high level overview of the systems thinking programme for the month of February.

He noted the work in adult care and health being undertaken currently, the results of which would be presented to the Committee. A three day systems thinking course was being run for members of adult social care, acutes and primaries.

The troubled families review was a good example where police colleagues were working with systems thinking together with council officers. The Department of Communities and Local Government were due to visit this and were interested in the approach taken.

Resolved:

The Committee noted the report.

9 Agile working

Julie Anderson-Hill, Head of Transformation Change and Health Co-ordinator, and Deputy Chief Constable Mike Veale gave a presentation on the benefits of agile and flexible working, a copy of which is attached to these minutes.

Mike explained that the police were undergoing a significant change programme with the need to save £11 million - £12 million over the next four years.

New ways of working were being introduced alongside a cultural change. A customer access review is the largest ever conducted by Wiltshire Police, and new ways of working were generating excitement and enthusiasm, becoming a catalyst for change.

Confidence was increasing, as was the level of reporting and customer satisfaction.

Wiltshire council was currently working on a secure web connection, due to be piloted with British Sign Language speakers. It was possible to create a temporary secure tunnel to anyone, not limited to users of lync. If approved it would change evidence from being inadmissible to admissible and could remove the need for written documentation. The Home Office were due to come and view it soon.

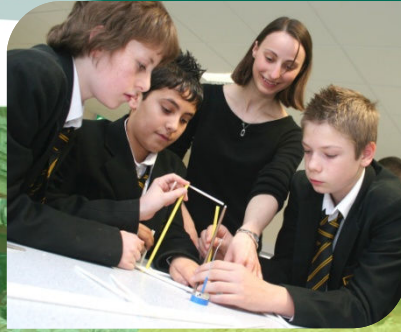
10 **Urgent Items**

There were no urgent items.

(Duration of meeting: 3.00 - 4.20 pm)

These decisions were published on the 24 March 2014 and will come into force on 1 April 2014
--

The Officer who has produced these minutes is Kirsty Butcher, of Democratic Services, direct line 01225 713948 or e-mail kirsty.butcher@wiltshire.gov.uk
Press enquiries to Communications, direct line (01225) 713114/713115



Benefits of Agile & Flexible Working



March 2014

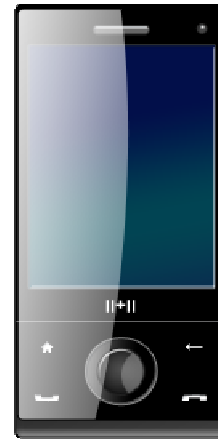


Transforming Wiltshire through innovation

Wiltshire Council
Where everybody matters

Purpose

- To describe agile and flexible ways of working and the benefit it is having in the Police



Strategic Partnership

Why?

- Provide Shared Accommodation
- Design accommodation
- Enhance Service Delivery
- Reduced costs
- Sharing skills and knowledge



Wiltshire and Swindon
Police and Crime Plan

2013-2017









Wiltshire Council
Business Plan
A new perspective 2013-2017



Wiltshire Council
Where everybody matters



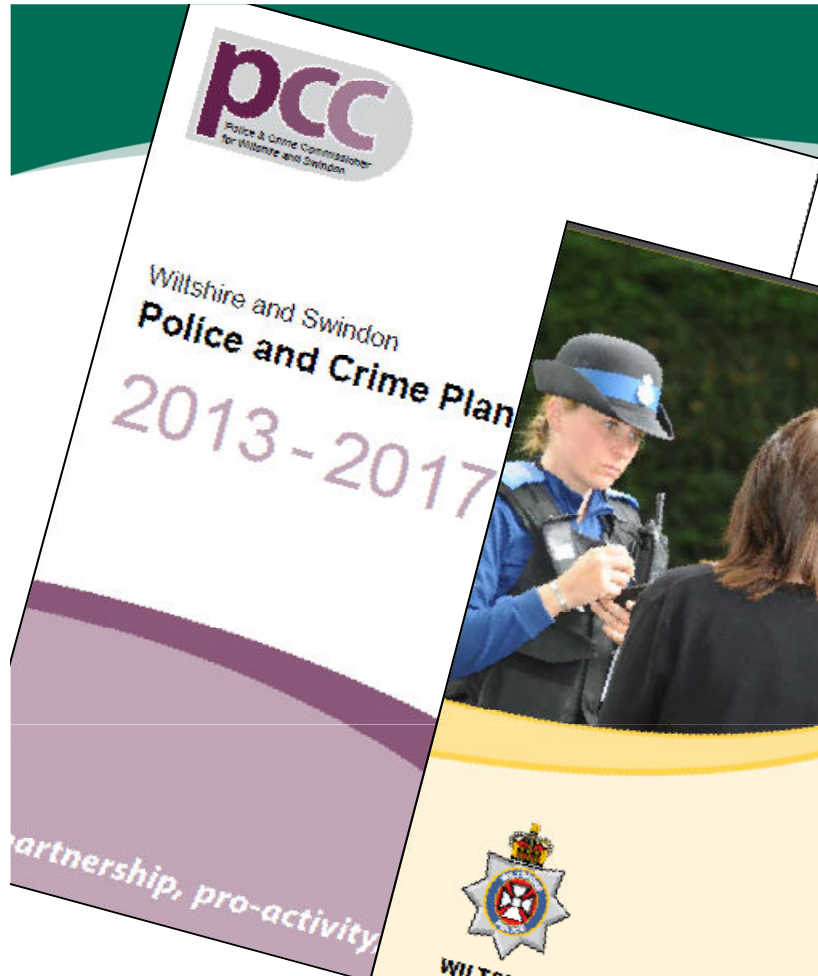
Police and Crime Plan

-  Reduce crime and anti-social behaviour
-  Protect the most vulnerable in society
-  Put victims and witnesses first
-  Reduce offending and re-offending
-  Drive up standards of customer service
-  Ensure unfailing and timely response to calls for assistance



Delivery

Activity

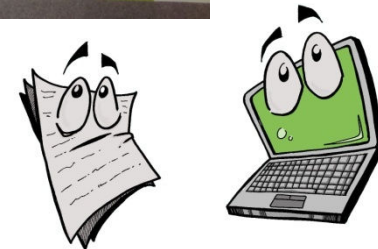


Priority	Objective	Initiatives on	Strategic Owner	Tactical Owner	Delivery Phase	Year 1	Year 2	Year 3	Year 4	Activities Planned (limited to 10000 characters)
101	1. Reduce Crime and ASB	Greater community involvement and use of volunteers	Develop and implement volunteer strategy	Durrant, Zoe	Downing, Devalyn					
102	1. Reduce Crime and ASB	Greater community involvement and use of volunteers	Develop police cost savings	Durrant, Zoe	Jacobs, Helen	Year 1	2	3	12	02: The Van However, no order for will
103	1. Reduce Crime and ASB	Greater community involvement and use of volunteers	Implement neighbourhood watch and other watch initiatives	Mills, Paul (C/Capt)	Jacobs, Helen	Year 1	1	2	3	02: To build reach Chief Inspector Jace
104	1. Reduce Crime and ASB	Greater sharing of specialist resources	Protective Services Collaboration - enhanced	Pritchard, Nier	John, Nicholas	Year 1	3	2	2	02: The Van Pilot to be fully following the pilot on 19th Nov - Closing date 20th/21st Nov - Report Winter 2014 - Launch 18 w
105	1. Reduce Crime and ASB	Greater sharing of specialist resources	Protective Services Collaboration - to be enhanced	Pritchard, Nier	John, Nicholas	Year 2	2	2	2	03: Neighbourhood Alert to be forward on all business case and submitted and agreed. These two or from the National ACPG group and is
106	1. Reduce Crime and ASB	Greater use of restorative practices (not of court disposals)	Implement restorative programmes - p. Neighbourhood Justice Panels & ASB	Loford, Sue		Year 4	3	4	2	02: Elements of M4 wider Protective Services Constable Visiting Day to discuss the
Activities										02: Regional Collaboration continue forward on all business case and submitted and agreed. These two or from the National ACPG group and is
Review Key										02: Elements of M4 wider Protective Services Constable Visiting Day to discuss the



New ways of working and Cultural change

- Monkton Park – Response and NPT now work from 15 desks, 6:1
- Clear desk policy
- Reduced storage - Response and NPT now working from 8 tambours
- Shared use of briefing room
- Officers now utilising public spaces
- Trialling Enquiry Front Desk



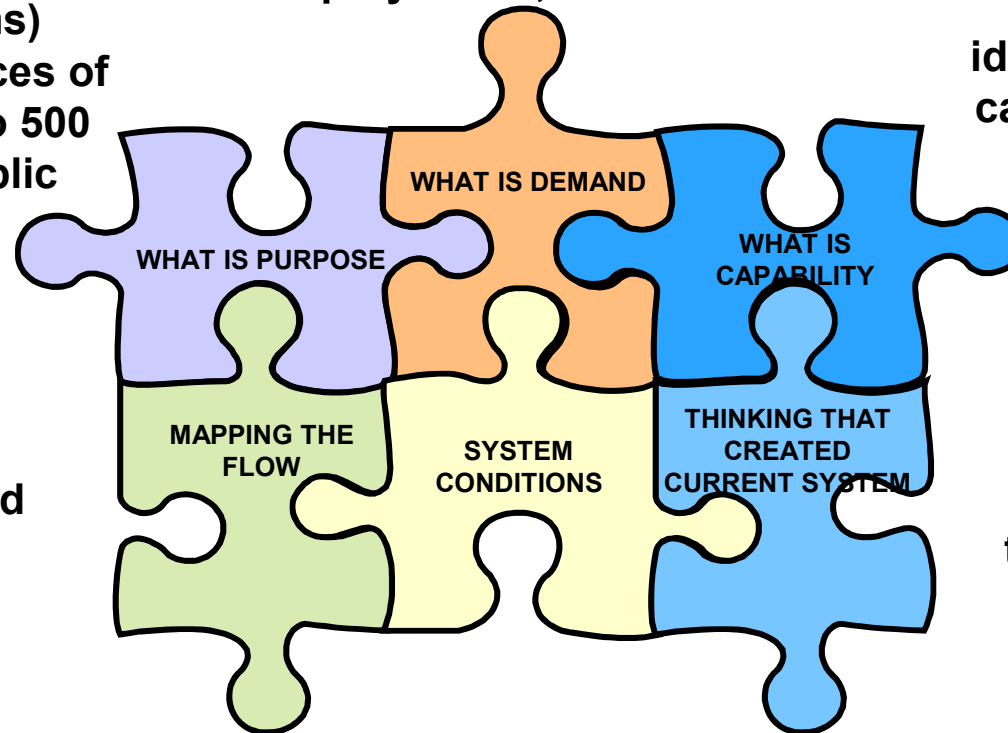
Customer Access

17,000 pieces of demand analysed through all customer access channels; phone, online, enquiry office, NPTs

Purpose of Wiltshire Police
(in customers terms)

Listened to 5000+ pieces of demand and spoke to 500 members of the public

End to end capability of the system identifying how long cases took and how many handoffs



Mapped flow from end to end of theft (high volume demand)

Understand what thinking created the current system

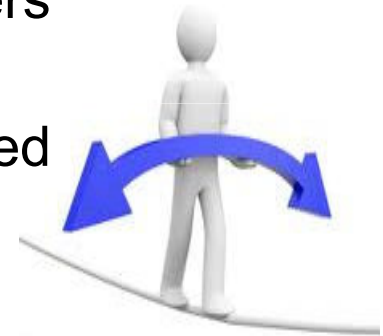
Understand what conditions imposed on the system that have to be carried forward to redesign





Flexible working – what we've found

- 36% of staff work from home at least once a week – huge leap forward over past 12 months
- Opportunities – 64% of staff are not regular homeworkers
25% of staff never work from home
- Staff felt they could work from home but were not allowed by their manager
- Still working in a culture of managing by presenteeism rather than through delivery and outcomes
- Opportunity to build on this learning from experience



Technology

- Identified remediation with servers
- Rolling out laptop to all staff
- Trialling tablets
- Trialling mifi devices



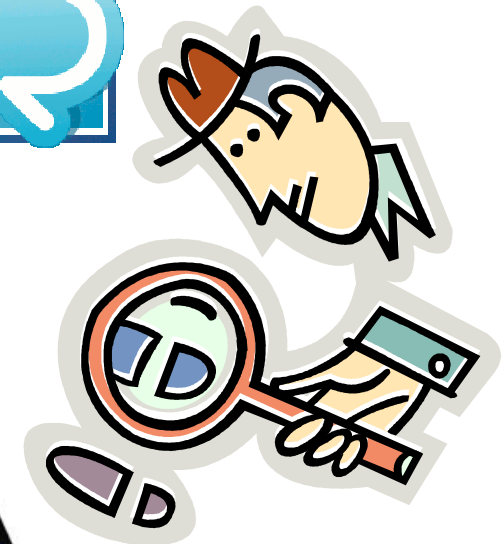
Wi-fi

- Wi-Fi currently available in the following locations:
 - All Wiltshire Council Buildings
 - Devizes Police HQ
 - Devizes Borough Station,
 - Gable Cross, Swindon
 - Law Courts - Swindon, Chippenham & Salisbury
- Mi-Fi devices being trialled across Response, NPT and Investigation teams



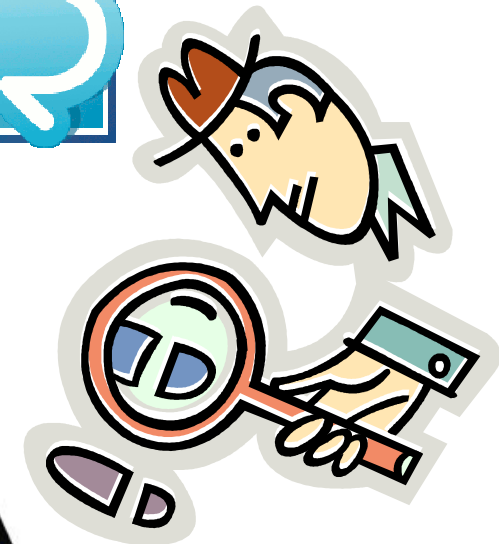
Mobile working

- CID testing Tablets - Lync video capability allows a *Live Crime Scene* back to station
- Camera has been enabled on the tablet emailing crime scenes live.
- Tablet has full functionality of the laptop
- CID carrying out vehicle checks and Niche lookups whilst on the go without calling the Control Room



Agile Working

- Further develop our Cloud solutions to underpin agile working
- Develop a more rounded mobile service
- Make better use of our information internally and externally
- Ensure the Council and Police deliver better outcomes for Wiltshire
- Help Wiltshire support the most vulnerable in our communities



Provide Shared Accommodation Multi Agency Safeguarding Hub

- Combined approach to managing all safeguarding referrals, sharing information and making joint decisions



Page 14



researcher



Robbery Old ways of working



Robbery New ways of working

Images distributed in real time to response teams

Robbery Occurs at retail premises



Two hours

CCTV downloaded by the officer on to MRW device

Call received by the control room



Police response

Wiltshire Council
Where everybody matters

Recommendation:

The committee is asked to acknowledge:

- ❖• the achievements to date towards collaborative working between the council and Wiltshire Police;
- ❖• how this work is successfully helping to deliver the council's Business Plan and the Police & Crime Plan
- ❖• the opportunities for further transformational improvements, led by new ways of working.

The committee is also asked to support this ongoing work to enable the police to 'unlock the resources' to continue to deliver more with less.



This page is intentionally left blank