

## Transformation Portfolio Overview

### People Directorate-aligned programmes:

#### 1. Project Name: Transformation of Adult Social Care (TASC)

**What is it:** TASC is one of the largest and longest-running transformation programmes, and covers ten workstreams across the Council's Adult Social Care provision. TASC aims to provide a combination of service transformation activities, compliance improvements, practice improvements and technology-enabled care opportunities. The overall programme focus is strongly linked to our prevention agenda, as well as trying to apply service interventions at the earliest possible stage in a service user's journey. The workstreams and overall aims are:

Workstream	Aims
Practice development and quality assurance	To ensure that services are being delivered to the highest standard. Develop a workforce that has the skills, knowledge and expertise required to support people
Payments to providers	To ensure that all packages of care are being paid the gross cost. Design and implement the provider portal. Reconcile all outstanding debt.
Prevention and Community	To create a prevention strategy for ASC in accordance with the council's duties on prevention and delay
Smarter Homes for Independent living	Ensure providers are delivering strength-based services that provide positive outcomes
LD Inhouse Provider Services	Develop services that are representative of the needs of individuals
Transforming Home Care	Move away from a traditional time and task approach to working with people to have individualised packages of care and support. Develop community catalysts.
Care Home Transformation	Ensure that services can meet demand and have a focus on supporting people to achieve what they want from lives.
Technology Enabled Care (TEC)	To embed TEC within the culture of Wiltshire Council and to use a TEC-first approach
ASC transformation and efficiency project	Review restrictive packages of care and work with providers to deliver outcome focused services
Self-directed support (SDS)	Improve the personalisation offer for people so that there is an increase in direct payments, personal health budgets and ISF's.

Business Plan outcomes supported:

Resilient Society

#### 2. Project Name: Families and Children Transformation (FACT)

**What is it:** FACT is a multi-partnership programme for improving the outcomes of children, young people and families across Wiltshire. The programme currently has two active projects: Family Help and Transitional Safeguarding. As with TASC above, the focus is prevention and early intervention to improve long term outcomes and suppress the growth in future demand for follow-on services.

The partnership consists of health partners, various teams within the council, Police, voluntary sector organisations (such as the Children and Families Voluntary Sector Forum, Wiltshire Youth Partnership, Wiltshire Parent Carer Council and Wiltshire CiL), schools, early years settings and commissioned services (such as the CAMHs service)

Business Plan outcomes supported:

Resilient Society

#### 3. Project name: Community Conversations

**What is it:** An innovative programme to openly engage with communities in the five most statistically deprived small community areas in Wiltshire (using the Indices of Multiple Deprivations as the evidence base). The aim is to empower them to build community resilience and improve their own opportunities in the short-to medium term, to then build trust and engagement between those residents and the Council in the longer term so that we can better work together to address significant health inequalities in those areas.

This is a novel programme as it is not timebound, easily accessible "open" funding is in place (via Transformation reserve and UKSPF) and decisions are genuinely made by community panels,

with the council acting as the facilitator to support, but not own, delivery of community-enhancing projects.

Business Plan outcomes supported:

Resilient Society

Empowered People

#### 4. Project name: Residential Children's Homes

**What is it:** Residential Children's Homes will deliver two new childrens homes owned by the Council but leased to a provider to run and manage for approximately 10 years. The homes are 50% funded by the Department for Education and 50% funded through council capital funding. The programme aims to improve capacity for placements within the Council's control, reducing the reliance on costly third-party provider placement, as well as act as potential energiser to the market in Wiltshire.

Business Plan outcomes supported:

Resilient Society

#### 5. Project name: Staying Close

**What is it:** Staying Close is a Department of Education funded pilot seeking to improve the transition to adulthood for young people who have been in residential care. The core offer consists of direct support (which may be housing, education and employment, health related and a social care assessment) and accommodation. The pilot is fully funded by the DfE from July 2022 for a period of 2 years and will monitor the number of young people going through the programme and the outcomes they achieve. For Wiltshire the scope also includes the development of an offer for those care leavers who are out of county.

Business Plan outcomes supported:

Resilient Society

Empowered People

#### 6. Project name: Tackling Obesity

**What is it:** Tackling obesity is a key Public Health priority in Wiltshire, which is linked with shortened healthy life expectancy, increase in long term conditions which have a burden on the NHS and affect people's quality of life. People living with obesity are impacted disproportionately, with those living in areas of higher deprivation more likely to be living with obesity. Whilst we have specific localised programmes and interventions focused on behaviour change and weight loss, without system changes to the environment, food advertising or access to green spaces or tackling food insecurity we will not see a change in obesity in Wiltshire. This preventative approach is aiming to drive down obesity prevalence in Wiltshire and create a healthy environment in Wiltshire where making a healthy choice is an easier choice for people.

Business Plan outcomes supported:

Resilient Society

Empowered People

### Resources Directorate-aligned programmes

#### 7. Project name: Evolve (Oracle implementation)

**What is it:** An internal business change and technology programme to replace our ageing SAP system and other standalone software with a new consolidated Oracle system. This system (known as an ERP system, or Enterprise Resource Planning) aims to modernise and streamline our business operations in the areas of Finance, Budget Management, Procurement, HR,

Recruitment, Learning and Payroll. This programme has a savings and efficiency focus, with a business case benefits target of £20m over 5 years.

Business Plan outcomes supported:

Your Council

## 8. Project name: Customer Experience

**What is it:** A broad programme to modernise how we interact with our residents and customers at point of contact for the majority of our externally facing, office-based services. The main aims are to improve the experience of residents contacting customer services and the level of accessibility of those services, reduce operating costs and exploit technology developments in line with our digital strategy and evolving resident expectations (such as AI, chatbots, “omni-channel” customer contact systems and better website technologies).

The objectives are to make our digital access channels so appealing to customers that they become the channel of choice, ensure customer access across channels is seamless, consistent and available at a time that works for them, and that services are designed by customer needs, not team structures. Customers should be able to access services locally or where most convenient to them.

Business Plan outcomes supported:

Your Council

Empowered People

## 9. Project name: Corporate Data and Insight capability.

**What is it:** The creation and development of a new Data and Insight function to extract business insights and value from the council’s data assets. The main aim is to extract cashable or service value from our data by identifying areas of inefficiency, opportunities and potential risks that are currently hidden in our siloed data sets. By introducing an organisation-wide data strategy, the Council wants to harness strategic insights more effectively, upskill relevant staff, and improve business processes and people structures surrounding data. This function will seek to explore and exploit new data science technologies, AI and Natural Language Processing. Whilst this is not a discrete programme of work like other programmes or projects, it is a major aspect of the Council’s broader transformation and business change objectives as it provides the foundation for innovation and efficiency across the board, particularly for capturing resident sentiments at a scale the council has not previously been able to do.

Business Plan outcomes supported:

Your Council

## Place Directorate-aligned programmes

### 10. Project name: Depots Transformation Programme

**What is it:** A medium-term programme to develop three strategic depots across Wiltshire to address both present and future service demands, meet carbon-neutral objectives, elevate operational standards, and optimize network efficiency. These depots will provide modern, efficient and “greener” facilities and operational infrastructure (and a supporting delivery plan) to enable better delivery of Highways, Street-scene and Waste services.

N.B. This programme has significant and complex dependencies with the Waste programme below.

Business Plan outcomes supported:

Sustainable Environment

### 11. Project name: Waste Transformation Programme

**What is it:** A complex multi-year programme to bring together Waste service re-procurement activities across strategic contracts and identify opportunities for significant transformational changes to contract delivery methods, waste collection and recycling processes, and efficiency of the related assets estate (built facilities, vehicle fleet, HRCs). The programme will also ensure the Council is compliant with the recent Environment Act requirements.

N.B. This programme has significant and complex dependencies with the Depots programme above.

Business Plan outcomes supported:

Sustainable Environment