

## AGENDA

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**Meeting:** CABINET TRANSFORMATION COMMITTEE  
**Place:** Kennet Room - County Hall, Trowbridge BA14 8JN  
**Date:** Tuesday 17 December 2013  
**Time:** 1.30 pm

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Please direct any enquiries on this Agenda to Kirsty Butcher, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 713948 or email [kirsty.butcher@wiltshire.gov.uk](mailto:kirsty.butcher@wiltshire.gov.uk)

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### Membership:

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)

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### Partner Representatives (non-voting):

Angus Macpherson	Police and Crime Commissioner
Patrick Geenty	Chief Constable
Deborah Fielding	Clinical Commissioning Group
Dr Stephen Rowlands	Clinical Commissioning Group

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**Substitutes:**

Cllr Keith Humphries	Cabinet Member for Public Health, Protection Services, Adult Care and Housing (exc strategic housing)
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economy, Skills and Transport
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste

# AGENDA

## Part 1

Items to be considered when the meeting is open to the public

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

1 **Apologies and Substitutions**

2 **Minutes of the previous meeting** (Pages 1 - 6)

To confirm the minutes of the meeting held on 22 October 2013 (*copy attached*).

3 **Leader's Announcements**

4 **Declarations of Interest**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

5 **Project and programme overview**

A presentation from Ian Baker, Head of Programme Office.

6 **Systems thinking review presentation** (Pages 7 - 10)

An interactive presentation around Referral and Assessment Systems Thinking Review

A systems thinking programme highlight report is attached.

7 **Transformation and Health**

A verbal update from Maggie Rae, Corporate Director.

8 **Urgent Items**

Any other items of business that the Leader agrees to consider as a matter of urgency.

## **Part II**

**Item(s) during consideration of which it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed**

**None.**

The items on this agenda reflect the key goals of Wiltshire Council, namely 'Work together to support Wiltshire's Communities', 'Deliver high quality, low cost, customer focused services' and 'Ensure local, honest and open decision making'.


## **CABINET TRANSFORMATION COMMITTEE**

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DRAFT MINUTES of a MEETING held in ALAMEIN SUITE - CITY HALL,  
MALTHOUSE LANE, SALISBURY, SP2 7TU on Tuesday, 22 October 2013.

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)
Angus Macpherson	Police and Crime Commissioner
Patrick Geenty	Chief Constable, Wiltshire Police
Deborah Fielding	Chief Officer, Wiltshire CCG
Dr Stephen Rowlands	Chair of Wiltshire CCG

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

### **1 Apologies and Membership**

There were no apologies received.

### **2 Leader's Announcements**

Mrs Scott welcomed everyone to the inaugural meeting of the Committee, explaining it was a move forward progressing the transformation programme with the involvement of key partners

As a committee of Cabinet its purpose was to discharge the executive's responsibility with regard to the transformation programme. Membership may be opened up in the future to include other partner organisations.

As Cabinet Capital Assets Committee retained responsibility for the use of the council's assets, any decision made by the Committee involving assets would be taken by Capital Assets Committee.

### **3 Declarations of Interest**

There were no declarations of interest.

### **4 Membership and terms of Reference**

Cllr Scott, Leader of the Council, presented the Committee's terms of reference for the Committee's information.

**Resolved:**

**That the terms of reference of the Transformation Committee be noted.**

### **5 Principles of the Transformation Programme**

Cllr Seed, Cabinet member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding, introduced a report which detailed the principles, governance structure and outlined the current position of the transformation programme, details of the number of projects managed by the programme office and how they would be managed

Cllr Wheeler, Cabinet member for Hubs, Heritage & Arts, Governance (including information management) and Support Services (HR, Legal, ICT, Business Services and Democratic Services) explained the programme was the base where projects started and noted the use of the Officer Transformation Board as the gateway for new programmes and projects.

**Resolved:**

**That the report be noted.**

### **6 COB progress and timetable**

Cllr Seed, Cabinet member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding introduced a report which detailed the progress to date against the timetable previously set by Cabinet in respect of the campus programme.

The campus programme was community-led, and it was noted that partners found the information useful when considering their contribution to the common aim. As campus proposals developed the next stage would be to bring them to Cabinet.

The Leader commented that it would be mutually beneficial to involve the CCG in early discussions concerning integration of health care facilities within campuses

Deborah Fielding from the CCG explained that the CCG worked closely with both NHS England and the Communities Services estate and offered their help in facilitating discussions at a strategic level and ensuring local engagement. She agreed that the aim would be to provide integrated services in an integrated way.

The Chief Constable, Pat Geenty drew attention to the need to formalise where key services would be located prior to integration, noting that each campus model would be different having regard to the needs of the local communities

It was agreed that a meeting be arranged with the CCG, a NHS England representative, Cllr Wheeler and officers to look at each community area.

**Resolved:**

**That the Committee:**

- 1. Noted the current position of the campus programme**
- 2. Receives future programme updates on a quarterly basis**
- 3. Agreed for monthly programme updates to be sent to the CCG**

## **7 Update on the 3 Hub strategy**

Cllr Wheeler, Cabinet member for Hubs, Heritage & Arts, Governance (including information management) and Support Services (HR, Legal, ICT, Business Services and Democratic Services) introduced a report which set out progress to deliver the three hub strategy. He explained that the current refurbishment of County Hall would be completed soon. The reconfiguration from 98 buildings to 3 buildings would embrace the approach to new ways of working and working towards being paperless.

He thanked Julie Anderson-Hill and her small team for the efficient manner in which the moves are being completed, noting that 3000 staff would be relocated shortly.

A decision on car parking had not yet been made but a travel survey had been sent to all staff and this information would be used to model options that would go before the Transformation Board.

Carolyn Godfrey gave an update on the new Multi Agency Safeguarding Hub which was almost complete, with phase 1 was due to go live in January as planned. The Home Office had commented on the facility being a model of what

they would like to see in other areas. Chief Constable Patrick Geenty commented that the facilities were first class and would undoubtedly deliver a first class service.

**Resolved:**

**That the report be noted.**

## **8 Update on Wiltshire Council's systems thinking programme**

John Rogers, Head of Systems Thinking and Customer Access introduced a report which detailed the development of the systems thinking forward work programme. He noted the scale and complexity of the programme with the aim of delivering more value for less.

The programme report provides a snapshot of reviews currently in progress; previous reviews across the council means that the programme has already worked with services for our most vulnerable people and with services for all Wiltshire's residents and visitors. The amber status shown on four current reviews were due to local issues.

Systems thinking courses were available to all those wishing to take part. participated. They had been extremely well received with very positive feedback on those who had attended. To date 569 members of staff had undertaken the 3 day course which included 88 Police Staff and 3 senior managers from Swindon Borough Council. The Chief Constable complimented the systems thinking work for the changes he was seeing in Wiltshire Police.

In answer to a query on audits to measure the effectiveness of reviews, it was explained that the evidence of success could be seen in the movement towards more efficient ways of working and benefitting the end customer.

**Resolved:**

**That the report be noted.**

## **9 Standard Programme Template**

Iain Baker introduced the report which provided an example for a standard programme template which if agreed would be used as the format to provide a consistent reporting process..

**Resolved:**

**The Committee agreed to use the standard programme template as presented for reporting programme progress.**



## 10 Forward work plan

The Committee discussed themes which would influence the development of the forward work programme.

### **Resolved:**

1. For the following to be standing agenda items:
  - Security
  - Communications
  - Performance of systems thinking reviews
2. For the following items to be reported on a quarterly basis:
  - Campus programme update;
  - 3 hub strategy update; and the
  - Multi-agency safeguarding hub update
3. For the following items to come to the next formal meeting of the Committee scheduled for 17 December 2013:
  - Programme overview for partners
  - Use of hub space for partners
4. To add the joint estate strategy with the police to the forward work plan

## 11 Urgent Items

There were no urgent items.

(Duration of meeting: 2.00 - 3.05 pm)

These decisions were published on the 28 October 2013 and will come into force on 5 November 2013
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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](mailto:kirsty.butcher@wiltshire.gov.uk)  
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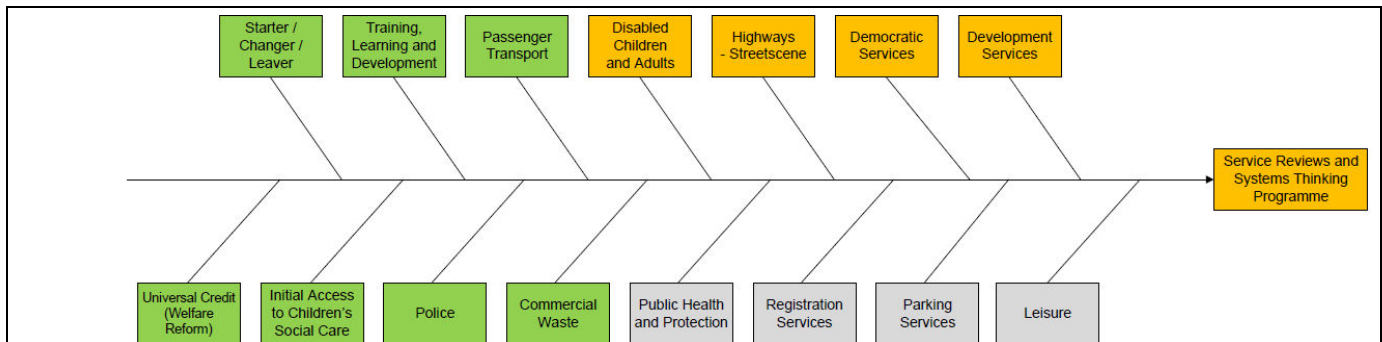
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# Agenda Item 6

## Systems Thinking Programme Highlight Report

Programme Name	Systems Thinking Workstream, Transformation		Workstream Manager	John Rogers
Period Covered	From: 19 <sup>th</sup> October 2013	To: 27 <sup>th</sup> November 2013	Workstream Sponsor	Mark Stone/Corporate Directors
Programme Status			Budget Status	

### Status Summary



- The forward programme has been reviewed by the Corporate Directors, and has received overall approval. Work continues to refine the programme:
  - identifying opportunities to gain extra benefit by rationalising and converging work also being done by other Transformation workstreams, notably Programme Office;
  - including work commissioned as a result of the MTFS/P work done by the Ads.
- Delivery continues largely to expectation and with some highlights; Police SCT have received the results of Check and have decided to begin redesign; Benefits has moved from Scoping into Check; DCA/SEND continues implementation.
- Customer Access is coming to the end of Scoping; this review is likely to focus initially on face-to-face, digital service delivery, and paper/letters/envelopes. The work with Corsham COB and the RSA has begun in earnest, focusing initially on the face to face service readiness.
- Our systems thinking work continues to be of interest to other local authorities: we have taken part in a Transformation Assurance exercise in SW Devon, and have met with people from Suffolk CC, Hampshire CC and BANES to explain our approach and share learning.
- Systems thinking training workshops (3-day immersion workshops) were delivered in October and November, bringing the total number of people having gone through the training to 609. This includes 100 people from Police.
- In January, we plan to start developing an element of the training which would enable us to provide it more widely ie on a commissioned basis.
- The seven major reviews which we currently use to determine workstream status are: Benefits, Development Services, Disabled Children and Adults, Initial access to Children's Social Care, Local Highways and Streetscene, Police, and Starter-Changer-Leaver. Of these, four are green and three are amber.
- The three amber reviews are amber due to local factors; we are taking action to address each. From a systems thinking perspective, LHSS is not yet improving but all parties are now beginning to engage. The status of Disabled children and adults is improving; the status of Development Services is unchanged. At this stage there is no significant threat to or impact on overall delivery.
- Commentary on the reasons for amber status follows in the key activity summaries below.

## Key Issues

Issue	Impact/ status	Management Actions	Review Date
There are no programme-level issues			

## Key Risks

Risk	Impact	Score	Probability	Score	Score/ status	Mitigating Actions	Review Date
	Catastrophic	4	Likely	4			
	Minor	1	Unlikely	1			
There are no programme-level risks							

## Progress on Key Activities:

Completed in This Period			
Activity	Stage	Status	Comments
<b>Workstream:</b> Programme Management			
Development of forward programme	Draft		Corporate Directors have reviewed; work under way to refine the programme.
<b>Review:</b> Development Services Transformation Programme (systems thinking work)			
Work continues with service leadership to re-scope the review work around place shaping and a proactive approach to development. Implementation of agreed improvements to planning permission processes is dependent on progress with DPIT.	Implementation/ Scoping		Amber due to: impact of DPIT work on available capacity and ability to track measures; re-scoping of review for phase 2. All Economic Development HoS and Team Leaders doing S-T training in January.
<b>Review:</b> Disabled Children and Adults			
Staff consultation over new structure, processes, and redesigned roles.	Implementation.		Amber due to capacity issues hampering ability to meet Pathfinder requirements and engagement with schools. New service teams starting to address resourcing issues.
<b>Review:</b> Initial access to children's social care			
Continued to work on MASH readiness – supporting work stream leads. Created (with multi agency input) the draft Service Specification for Phase 2 of the MASH, for sign-off by the Operational Board.	Implementation		Steady reduction in preventable demand into the 'front door' of Children's Social Care, resulting in better service to the 'right' callers.
<b>Review:</b> Leisure			
Paused as a separate review.	n/a		Subsuming systems thinking work under preparations for campuses.
<b>Review:</b> Local Highways and Streetscene			
Launched MyWiltshire App for defect reporting. Community teams implementation continues, as does related ICT integration.	Implementation/ Check		Amber due to slow pace of implementing community teams delivery model and completing ICT integration. Engaging with BBLP; plan to re-enter check, to improve processes and BBLP's understanding of the approach.

<b>Review:</b> Police (systems thinking work)			
Presented findings of Check to Senior Command Team (SCT) on 19 November. Approval given to move into redesign.	Check/Redesign		
<b>Review:</b> Starter-Changer-Leaver			
Mapping information flows end to end through starter-changer-leaver cycle; starter case history analysis with people from recruitment and ICT.	Redesign/Check.		
<b>Review:</b> Universal credit (welfare reform)			
Working to understand customer demand and identify quick wins. Engaging with relevant services and external partners to start to forward plan for review work.	Check		Work moving steadily forward with good engagement from the service.

<b>Scheduled For Next Period (Including carried forward)</b>			
<b>Activity</b>	<b>Stage</b>	<b>Date due</b>	<b>Comments\Planned Actions\Reason for carrying forward</b>
<b>Workstream:</b> Programme Management			
Further development of forward programme	Sign-off	31/12/2013	
<b>Review:</b> Development Services Transformation Programme (systems thinking work)			
Develop an enlarged scope – integrated major development and Development Services within that.	Implementation/Scoping	28/2/14	Current focus of service SMT is on culture analysis; S-T work follows early in 2014.
<b>Review:</b> Disabled Children and Adults			
Continuing staff consultation and appointing to posts, and progressing with implementation.	Implementation.	September 2014	Staff being appointed to new service positions and starting to take up implementation work.
<b>Review:</b> Initial access to children's social care			
Support during Implementation phase as and when required.	Implementation.	January 2014	MASH phase 1 go-live.
<b>Review:</b> Leisure			
Included within preparations for Corsham campus	n/a	n/a	
<b>Review:</b> Local Highways and Streetscene			
Re-enter 'check' stage to learn and understand current BBLP working processes.	Check	28/02/14	Stepping back into 'check' to find the best possible way forward to meet community/contractor/asset needs within context of the community team model.
<b>Review:</b> Police			
Redesign starting; further root cause analysis on largest areas of demand; identifying areas that can be pushed back/deflected (eg lost property). Ideas for potential delivery model and plans for testing to be presented to SCT on 10 Dec.	Redesign	31/12/13	

<b>Review: Starter-Changer-Leaver</b>			
Finalising key information flows and other findings; preparing to present information flow and proposals for redesign model.	Redesign/ Check	31/12/13	Presenting to ADs on 8 January.
<b>Review: Universal Credit (Welfare Reform)</b>			
Revisit scope of work in the context of the slow moving UC work by central government to plan for sustainable change.	Check.	28/02/14	When the review was started we were planning for large scale reduction in service provision. As UC is significantly delayed we are now planning for at least three further years of providing a full Housing Benefit service.

### Dependencies / Interfaces

Title	Risk	Owner	Review Date	Comments
Preparations for Corsham Campus go live.		JR	31/12/13	Work to define a programme has begun with other Transformation workstreams, with related reviews, and with Corsham COB. Draft PID which includes S-T work under development by Campus team.

### Budget

Reference	Status	Actual	Commitment	Projected	Comments
Staffing	Green	£	£	£	Staffing costs identified and agreed for systems thinking team. On budget.

### Roadmap

Subject to decisions by the Corporate Directors about the forward programme.