Wiltshire Council
Where everybody matters

AGENDA

Meeting:	**CABINET TRANSFORMATION COMMITTEE**
Place:	Kennet Room - County Hall, Trowbridge BA14 8JN
Date:	Tuesday 17 June 2014
Time:	**2.00 pm**

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

Press enquiries to Communications on direct lines (01225)713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

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)

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

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-Philipe	Cabinet Member for Economic Development, Skills and Strategic 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 - 4)*

To confirm the minutes of the meeting held on 18 March 2014 *(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   **Public Participation**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Written notice of questions or statements should be given to Kirsty Butcher of Democratic Services by 12.00 noon on Thursday 12 June 2014. Anyone wishing to ask a question or make a statement should contact the officer named above.

6   **Project and Programme highlight report** *(Pages 5 - 18)*

To receive a highlight report on projects and programmes by Ian Baker, Head of Programme Office.

7   **Systems Thinking Programme highlight report** *(Pages 19 - 24)*

To receive a highlight report on the systems thinking programme by John Rogers, Head of Systems Thinking and Customer Access.

8   **Neighbourhood and Operational Policing**

To receive a presentation from Paul Mills and Rachel Kirby on the ongoing work around the neighbourhood policing project and operational policing.

9   **Systems Review - Better Care for the frail elderly**

To receive a presentation by John Rogers, Head of Systems Thinking and Customer Access.

10   **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

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

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-Philipe
	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 bring 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

Wiltshire Council and Programme Office Highlight Report

| **Head of Programme Office**: Ian Baker	**Reporting Period Covered**: May 2014

Dashboard

Wiltshire Council	
Total Wiltshire Council Projects	**154**
Completed Projects	4
Projects in Delivery	81
Projects Under Analysis	33
Projects On Hold	6
Pipeline projects	30

Pipeline Projects, 30 — Completed Projects, 4 — Projects On hold, 6 — Projects Under Analysis, 33 — Projects in Delivery, 81
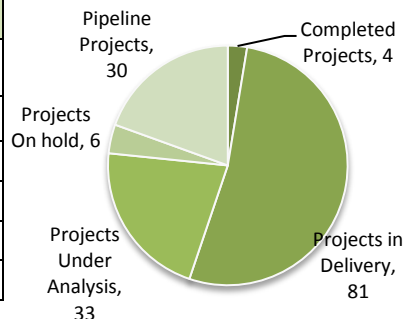
Wiltshire Council	
Red	1
Amber	24
Green	99

■ Red ■ Amber ■ Green
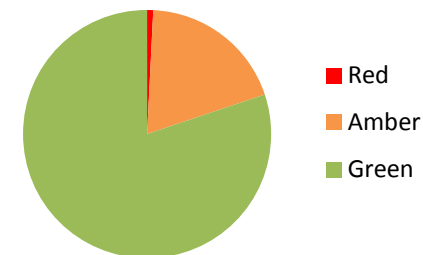
Wiltshire Police	
Total Wiltshire Police Projects	**69**
Completed Projects	0
Projects in Delivery	29
Projects Under Analysis	13
Projects On Hold	1
Pipeline Projects	26

Completed Projects, 0 — Projects in Delivery, 29 — Pipeline Projects, 26 — Projects On hold, 1 — Projects Under Analysis, 13
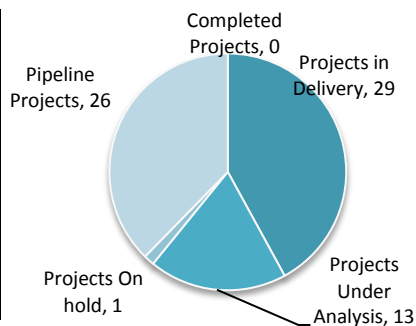
Wiltshire Police	
Red	3
Amber	14
Green	26

■ Red ■ Amber ■ Green
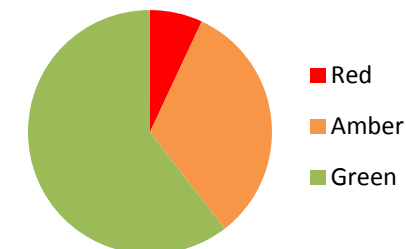
Joint Portfolio	
Total Joint Portfolio Projects	**223**
Completed Projects	4
Total Projects in Delivery	110
Total Projects Under Analysis	46
Total Projects On Hold	7
Total Pipeline Projects	56

Completed Projects, 4 — Total Pipeline Projects, 56 — Total Projects On hold, 7 — Total Projects Under Analysis, 46 — Total Projects in Delivery, 110
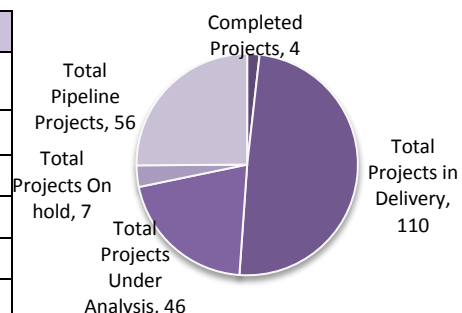
Report Author: Ian Baker
Date Submitted: June 2014

Projects Completed in this Period

Wiltshire Council
- **Review of Positive Leisure-Time Activities for Young People (New Operating Model for Community Youth Activities)** - Phase One complete.
- **IT for Incubation Units -** The four Enterprise Centres now have internet access and Voice over Internet Protocol (VoIP) phone services. Each centre also has a small office setup for the Wiltshire Council staff running them.
- **Telephony (Mitel Virtualisation) –** Mitel estate now fully virtualised; this enables an upgrade of Wiltshire Police's telephony network and migrates it with Wiltshire Council's.
- **Telephony: Bewley House –** Following staff moves from Bewley House to Monkton Park, the Mitel equipment has been decommissioned, releasing it for use within the Police network.
- **Telephony: Reprogramming of Planning & Building Control North and Central Teams –** North and Central Planning and Building Control teams have been reprogrammed to enable both team areas to work together globally.
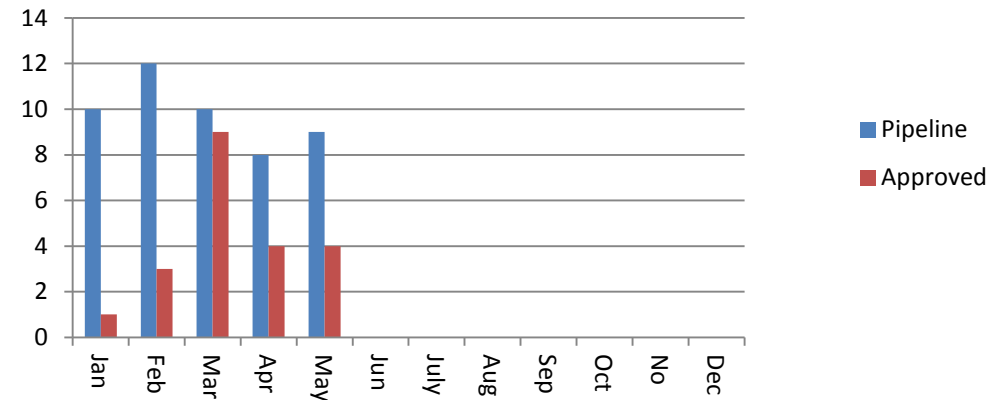
Projects Approval Status

Projects awaiting consideration and approval: 9
- Office 2010 / Lync 2013 (Information Services / Business Development).
- IT Solution for Day Opportunities (Children's Services).
- Shared Door Access System.
- Traffic Monitoring.
- Starter-Changer-Leaver (post Systems Thinking review implementation).
- Fleet Department Financial Savings Project (£200k).
- British Sign Language (BSL) Support on the Council Web Site.
- Alarm Management System Renewal.
- Adult Care Payment Card system.

Projects approved since April report: 4
- Single View of the Customer.
- Better Care Plan: Care Bill.
- Falls Prevention.
- Mobile device solutions for Wiltshire Council and Wiltshire Police.

New Projects: 2014

Report Author: Ian Baker
Date Submitted: June 2014

Key Issues

Issue	Score / RAG Status	Mitigations and Most Recent Progress	Review Date
Programme Office Level Issues			
None	N/A	N/A	N/A
Project or Programme Level Issues			
DPIT - Planning system Additional components for Planning and Public Protection's back office system (M3)	Amber	Additional components -. Planning Portal Connector allows a connection to the Planning portal from the Planning system, so that when the public submit applications on line, the Planning system is automatically updated. Media Connector allows planning officers to email directly from the planning system to the customers. Both issues should be fixed via a forthcoming Northgate software upgrade.	30-06-14
DPIT - Planning system Northgate's Document Management Engine (DME) for Land & Property	Amber	DME is the link between the two systems: M3 Planning system and the I@W document management system. There is an issue stopping the two systems fully sharing information, forcing the business to find workarounds. Before this issue can be resolved the planning system requires upgrading to the current version.	30-06-14
Individual European Election (IER) May connectivity Test failure	Amber	Office for the Dept of Work & Pensions data for checking has failed. The Council had a similar error last month, which was resolved by a data security access change. The Council has until 26th June 2014 to resolve.	27-05-14
Wiltshire Online (Superfast Broadband Rollout) Additional funding to reach 95% coverage of Superfast Broadband announced on 25-02-14 by BDUK (part of DCMS). Councils will be required to match this funding. Uncertainty about whether council can match fund since original funding by council was 3 x original match fund requirement.	Amber	Initial feedback from BDUK is that all councils have to provide match funding. Consideration being given to release £0.5m contingency from the existing rollout to be used as Match funding.	30-06-14

Report Author: Ian Baker
Date Submitted: June 2014

Wiltshire Online (Superfast Broadband Rollout) Potential issues affecting overall % coverage of superfast broadband. BT has flagged that there are a number of cabinets unlikely to be upgraded in their commercial rollout plans.	Amber	Highways and Planning Teams have met with Openreach and Harlequin (contracted by Openreach) and jointly visited, surveyed and discussed each street cabinet. A plan of action has been agreed for each location with a view to resolving the issues jointly. A CAB location protocol has been put together jointly following the visits with a view to minimising the number of cabinets that become at risk. The Council currently does not have any on hold CABs within Wiltshire due to our joint working. Any at risk CABs now sit with BT and it is purely a cost decision that the Council cannot influence at this time.	Monthly
Wiltshire On Line (Supporting Every Adult to be Confident to Use Technology) Digital Volunteer	Amber	A digital champion volunteer has accepted cash payment from a registered Wiltshire Online learner on a number of different occasions. An investigation has been conducted and the outcome has resulted in the volunteer being asked to leave. A final investigation report is currently being authored.	30-05-14
SAP service in-house CGI will propose a new server specification infrastructure that is to be ratified by Wiltshire Council IT.	Amber	The proposed specification is required as early as possible to enable Wiltshire Council IT to confirm compatibility with existing servers and infrastructure and to enable a mirror of the hardware to be prepared in advance of SAP In-sourcing. Wiltshire Council IT is currently reviewing the proposed hardware.	21-05-14
SAP service in-house Assignment of a CGI Project Manager is required to progress a number of activities.	Amber	Request made to CGI to assign a Project Manager to progress project plans and strategies.	19-05-14
Multi-Agency Safeguarding HUB (MASH) It has been noticed within several internal areas that some are unaware on how to refer cases to the MASH unit and still believe that the old Referral and Assessment team are still in place. Video Conferencing unit support Schools liaison post.	Amber	Internal communication needs to be drafted for distribution to all teams. Possibly over the Wire. To be drafted and sent out following launch. Comms Sub-Group being created. Project tem progressing with Transformation Team for on-going technical support of the VC unit. Schools Liaison Post – Following Board meeting this has now been delayed to circa September 2014. Information Sharing Protocols. Latest Board meeting identified areas around Health which need investigating for sign off.	23-05-14 13-06-14 Sept 2014 13-06-14

Military Civilian Integration Specific locations of the distribution of the housing for troops from MOD (dates & numbers of personnel moves) to be able to target increased services Wiltshire Council needs to provide *has just been received. This was later than hoped for at the programme outset.* MOD has advised there is flexibility in its programme to defer unit moves if facilities are not available.	Amber	Continue to check with MOD that there are no further changes and undertake capacity reviews of Wiltshire Council facilities and service levels in the settlements affected to ensure that the right scale of provision is available when required.	30-06-14
Military Civilian Integration A few stakeholders appear dissatisfied with MOD's level of consultation on plans particularly for SFA.	Amber	Several Stakeholder Briefings was hosted by Wiltshire Council/DIO on behalf of MOD and a public meeting hosted by Tidworth Area Board 3 Mar 14 – was positively received so the position continues to improve. MOD consulted on its initial Masterplan (19th February to 1st April 204). The final Masterplan will be consulted 20th May to 17th Jun 2014.	30-06-14
Carefirst Wisdom "add-on" interface	Amber	User logon accounts for Wisdom require manual creation using IS resources. This may pose a potential resource issue. In mitigation, this can be completed in preparation for the live system and will only require manual intervention for new starters to access the system.	16-06-14
XN Leisure Civica payments system	Amber	The facility for customers to make online payments for leisure activities is still not available. This has been escalated on several occasions, but despite several onsite meetings with the supplier, online payments via Civica are still not functioning. Another meeting has been scheduled with the Managing Director of XN for 11th June 2014.	11-06-14

Progress on Key Activities:

Completed in This Period			
Activity	**Date completed**	**On time / late / early**	**Comments**
Programme / Project			
Wiltshire Police Service Integration Programme	01-05-14	Late	Information Services staff transfer completed on 01-05-14. Wendy Moore transferred to Programme Office on 01-05-14.

Report Author: Ian Baker
Date Submitted: June 2014

Project	Date	Status	Notes
Wiltshire Police Business Intelligence Qlikview	30-05-14	On time	QlikView is now LIVE Project Phase One completion following a period of user feedback Further development work will be prioritised in order of importance and feasibility Phases Two & Three plan being drafted: a refresh of training for designers and engagement with staff on their new areas of business.
Learning Management & Performance System First stage of the procurement process.	21-05-14	On time	Phase One complete - The Pre-Qualification Questionnaire (PPQ) went out to the market on Wednesday 21st May. Responses must be returned by suppliers by the 20th June with evaluation of the PQQs taking place the week after.
Carefirst (Wisdom) Configuration, training and testing**.**	May 2014	On time	Completion of overview training sessions for Children's operational staff. Completion of the configuration workshops for adults, children's and fostering and adoption services. Test system configured with fileplans. Process mapping workshops established and initiated. Fileplan agreement at Children's Senior Management Team Meeting. Agreement on final timescales for implementation.
Waste Management Future Service Delivery (FSDM) Tender process	28-05-14	On time	At Cabinet on 20 May it was agreed that an extension to the current contracts with both Hills & FCC would be negotiated for a period of one year. New contracts will thus now commence on 1st August 2017, rather than 2016. Accordingly, a new programme is being developed which will see tender documentation sent to suppliers in September this year, with contracts to be awarded May 2015. This significantly de-risks this project.
Wiltshire Police (Strategic Asset Management Programme) Custody Unit New Build	05-05-14	On time	On track, feasibility report presented 5th May 2014. Costs and high level design agreed.
Wiltshire Online Superfast Broadband Rollout	May 2014	On time	Continue to work with BT, Openreach and Highways to manage deployment and contractor issues. Project team met with suppliers who are looking to bid for BDUK's £10m Competitive Fund. Met with Audit team to develop focus and timeline for Audit review.

Digital Literacy	May 2014	On time	Wiltshire Online Web site: New postcode checker, revised information pages published. Continued development of O365 site – data cleanse completed. This will allow secure sharing of information between Digital Literacy team and volunteer coordinators. Submitted proposal for talk at ND14 (National Digital Conference 2014). Submitted case study of volunteers and learners for inclusion in DEVELOP's 'Thank You' booklet for Volunteer Week in June. Organised Dementia Awareness training for volunteers in May. Met with Age UK Wiltshire to develop opportunities for rolling out the scheme across their offices in Wiltshire.
New Homes and Business Superfast Broadband	May 2014	On time	Council web page launched that features advice for developers regarding installation of superfast broadband. Attended the planners' team briefing at Monkton Park to update them on the new advice webpage. Further purpose of this meeting was to encourage planners to put questions to developers at planning application to consider the importance of inclusion of superfast broadband connectivity in their developments**.** Facilitated a meeting between BT Openreach and Economy & Regeneration to ensure coordinated approach and to provide a route of enquiry for new business sites in Wiltshire.
Superfast Broadband Business Support	May 2014	On time	Peninsula Enterprise working with Wiltshire Council on promoting their service at the Expo in June.
Supporting Every Adult to be Confident to Use Technology	May 2014	On time	Launch of new computer club in partnership with Pinnacle People in Salisbury. The club is designed to help support the long term unemployed learn basic computer skills. Wiltshire Online ran a Dementia Awareness session for its volunteers, with a view to commencing some basic computer support in care homes for people with dementia in the coming months.

Report Author: Ian Baker
Date Submitted: June 2014

			First video case study of Warminster learner Ros, has now been shot and is currently being edited.
Individual European Election (IER) Received the 3'Grants' awarded for Funding . Internal communications team	19-05-14	On time	Main grant to support IER process and implementation (£182,124), Second grant to cover the cost of the Councils local 'Public Engagement Strategy' (£29,000) - which aims to ensure a high response rate, and ensure the hard-to-reach groups are reached. Third Grant for new ICT hardware (£16,800) – This is for the A3 scanners that are required for the new Registration form. Internal communications team are now assigned to deliver the "Public Engagement Strategy."
Children's Services Fostering & Adoption Business Objects report Writing	12-05-14	On time	Quotation has been received from OLM CareFirst supplier regarding some agreed reports that they would produce. The content of these reports is to answer questions submitted by Ofsted.
Joint Commissioning with CCG Joint Commissioning and Mental Heath update paper presentation	18-04-14	Completed	Dugald Millar presented the Joint Commissioning and Mental Heath update paper to the Joint Commissioning Board. The paper presented to the Joint Commissioning Board was a update on progress to date
Adult Care Document Management Installation and training completed.	05-05-14	Completed	Systems admin training for ICT staff completed. This will allow the ICT staff to configure the document management system in preparation for User testing.
My Wiltshire App and Website Customer Contact Balfour Beatty trained the eight pothole gangs (reactive old material and 2 hot materials). Insurance Report Required (Exor System).	20-05-14 19-05-14	Completed Completed	PDA's rolled out to ALL pothole gangs with training and support provided. Developed and transferred to Live system - Wiltshire's Insurance Team expressed concern with the Attendance appearing on the existing Insurance Claims Report (Inspected Defects). The new report will filter out the defects with Attendance priorities (A1-A5) from the main Insurance Claims Report.
DPIT Planning System Land Charges	12-05-14	On time	Land Charges to test legacy data in the M3 planning system.

Multi-Agency Safeguarding HUB (MASH) MASH continues to move through pilot stages. Delivery Phase 2 – Completed on 01-05-14 Delivery Phase 3 – end date dependant on scope currently being determined.	May 2014	In progress	Pilot of new approach working well & formal review planned Successful MASH launch 1st May 2014 – Positive press feedback. Social Care: Social Workers post advertised, but team manager post not permanent. Access to Police National Database now in place within MASH. Phase 3 includes Schools Liaison Officer appointment.
Wiltshire Legacy Business & Sporting Dinner/Sports Awards	May 2014	In progress	Reviewing requirements for Sports Awards and process for fund applications to make 10 x £500 awards.
Salisbury Big Business Event (7th -9th May 2014)	May 2014	Completed	Event took place 7-9th May 2014 run by Salisbury City Council, with Wiltshire Council supporting.
Active Wiltshire Website	May 2014	In progress	First Quarter Stats: - 2107 unique visits to the site and 2690 visits to the site; good number of visits for a new website. Most popular routes to be directed to the site are through Wilts Council and Thunderclap.
Business EXPO 2014 (19th June 2014)	May 2014	In progress	101 stands fully booked by exhibitors – now full. Speakers booked. Bookings underway for seminar places and visitors on event day. Full marketing programme commenced.
Paralympics/Help for Heroes Cycle Race 2015	May 2014	In progress	Initial scoping meeting attended, and outline of event expectations identified, Wilts Council support/involvement. BG attending meetings.
First World War Commemorations	May 2014	In progress	Wiltshire Wide Commemoration Event: Successful Community Briefing took place at Tidworth 1st May 2014 outlining the content of the main event for 30th July 2014.
SharePoint Delivery of Business Sites	May 2014	On time	Testing phase with HR and Payroll will commence Wednesday 28th of May. Testing will include training as video and e-learning has not been developed for Business Sites yet. The testing will define how the learning will be structured.
	May 2014	Completed	Michele Noad received an award for Records and Information Management Professional of 2014 for her work with SharePoint.
	May 2014	Completed	The test migrations are proving extremely accurate with only 40 errors in 18,000 documents.

Scheduled For Next Period (Including carried forward)			
Activity	**Date due**	**Status**	**Comments \ Planned Actions \ Reason for Carrying Forward**
<u>**Programme / Project**</u>			
Care Package Review Reconcile Centre for Independent Living Direct Payments	31-05-14	Amber	Completion of work commissioned by the Centre for Independent Living (CIL). Some customers wish to control and assign their own care packages and to allow this funding is paid in to a specific bank account where the CIL can reconcile the payments to ensure that the funding is being used appropriately. Should have been completed at end of March and now scheduled for the end of May.
Wiltshire Police Storage Refresh & Police Led Prosecutions.	>09-06-14	Amber	On track, but no definitive final location - Interim solution for storage in place. Proposed expansion of scope to enable additional remote static terminals in DT/DC, ED, ES is under investigation. A technical solution design is still being drafted. High Tech data migration awaiting MTU completion. Full switch over to new equipment will be done once secure room is built (> 09/06/14).
Wiltshire Police Firearms Licencing	June 2014	Amber	Publication of the Technical Design expected June 2014 with pilot in autumn, then national implementation spring 2015. NFLMS integration options need signing off.
Learning Management & Performance System Invitation to tender (ITT).	24-06-14	Green	Returned PQQs received. Finance and Procurement PQQ Evaluation. Service questions PQQ Evaluation. Complete final draft of Invitation to Tender (ITT).
Carefirst (Wisdom) Process mapping, e-learning and testing.	June 2014	Green	Finish process mapping workshops & communication process guidance for approval. Liaise with training team on creation of eLearning for system. System testing. Superusers identified and trained.
Wiltshire Police (eCommerce Programme) National Integrated Platform	18-06-14	Green	IL2 platform in place; IL3 platform accreditation scheduled for approval by HO*;* development and testing environment ready for testing following approval. Handover to SWAG Developer to then follow and phase complete.

Information Disclosure	June 2014	Green	Online Subject Access requests due to go live June 2014
Wiltshire Police ES Decomm – Custody Equipment	27-06-14	Green	Viper: Viper viewings in the police house, Wilton Road; Viper capture in Melksham Custody Suite. Livescan: to be done in Melksham as low volume.
Wiltshire Online Superfast Broadband	June 2014	Green	Monitor and review rollout progress in order to achieve June coverage target.
Digital Literacy	June 2014	Green	Finish training volunteers for test phase of O365 volunteer site. Support Devizes School to run a Big Pledge campaign for more student digital champion volunteers. Presenting at Dinton Women's institute– raising awareness of WOL and the benefits of being online. Presenting at Fairways Retirement Home, Chippenham – raising awareness of Wiltshire Online and the benefits of being online. Meet with Priestley School, Calne to progress computer club idea for parents / carers of pupils. Present to sixth form at John Bentley School, Calne, to generate interest in setting up an intergenerational computer club in the town Shoot 2 further case studies
Refurbished laptops	June 2014	Green	Refurbished laptops expected to be received from Byteback by the end of May. Arrange delivery of laptops to Partners and book appointments for clients of "Action 4 Children" to collect from a Council Hub office.
New Homes and Business Superfast Broadband	June 2014	Green	Attend Planners' Briefing in Salisbury to further raise with developers Wiltshire Council's vision for developers to provided with access to SFBB.

Car Parking - Review public parking policy and operations, including parking charges. Pre-consultation surgeries	19-05-14	Green	Scheduled with: Westbury TC Trowbridge TC Corsham TC Chippenham TC (Cllrs Packard and Phillips) Amesbury TC Salisbury CC
European Elections European Elections Go-Live	25-05-14	Green	Postal Vote Processing commences on 22-05-14. Verification of votes commences on 23-05-14. Vote count commences on Sunday 25-05-14.
IER (Individual Electoral Registration) Upgrade to the "eXpress" elections software system	10-06-14	Green	Work with Elections & Application Support to ensure the planned upgrades to the "eXpress" software system are functional.
DPIT Planning System West Development and Building Control data	16-06-14	Green	The data is being loaded over two weekends in to the live M3 Planning system.
Housing Phase Two Module go-lives	30-06-14	Green	Go-Live of the House call integration within I-Housing which provides a pictorial view of a house and send photos back allowing maintenance staff to go out to make repairs. Go-live with the I-Contractor module which allows external access to the list of external housing maintenance contractors. The contractor will be able make the repairs and update to the housing system that the repairs have been made.
My Wiltshire App and Website Customer Contact BBLP - 8 crews to be fully operational / not supported BBLP – all remaining staff operational Insurance Report (in LIVE)	08-06-14 08-07-14 30-05-14	Green	BBLP Tom West to deliver. BBLP Tom West to deliver. To be signed off by Insurance team (Richard Woods).
999 Telephony Refresh Configure remaining handsets for rollout to ECC	06-07-14	Green	Need to also move existing units from FCC to ECC and co-ordinate with APD communications.
Wiltshire Legacy			

Report Author: Ian Baker
Date Submitted: June 2014

Project: Business EXPO 2014				Completion of Risk Assessment and Contingency Planning. Continued marketing for event visitors and seminar attendees.
Project: Wealth of Wiltshire	End of May	Green		Planning for further local and atrium based events to be scheduled (Christmas Fayre).
Project: Tour of Britain 12th September 2014				Planning and development of involvement to be established.
Paralympics/Help for Heroes Race 2015				BG continuing to work with Help for Heroes and Tedworth House to establish Wilts Council support requirements for Race in 2015.
Project: Magna Carta				Details of events to be confirmed and planning detail for Wilts Council involvement.
SharePoint Resource allocation	End of June	Green		David Mayes will take over SharePoint Programme management on 30th June 2014. Migration to live Business Site environment for HR is planned for end of June 2014 after any issues from testing are resolved.

Dependencies

Title	Owner	Due Date	Comments

Recommendations and Requests for Decisions or Support

None

Transformation Service Highlight reports

Team	Link to the location for all HL reports
Systems Thinking	Link
Strategic Asset Management	Link
Springfield Campus	Link
Transformational Change	Link

Report Author: Ian Baker
Date Submitted: June 2014

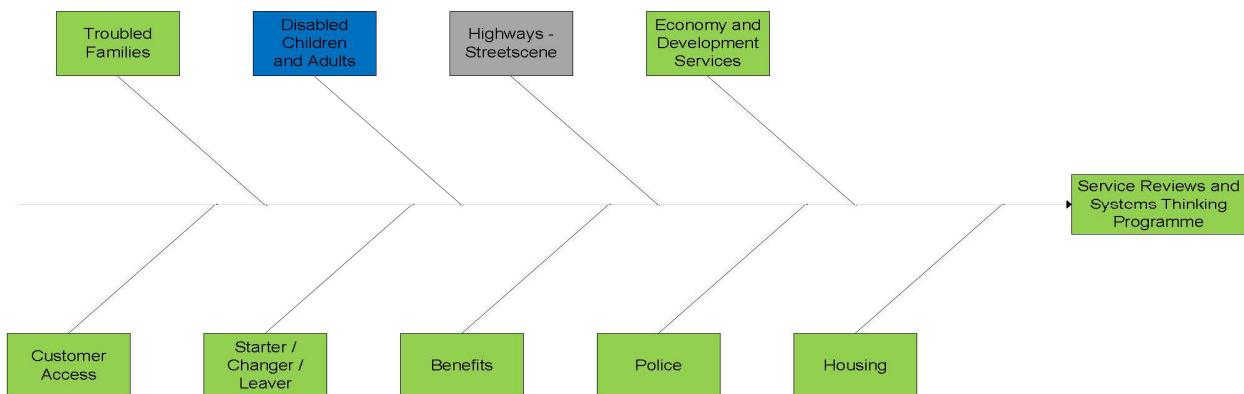This page is intentionally left blank

Systems Thinking Programme Highlight Report

Programme Name	Systems Thinking Workstream, Transformation		Workstream Manager	John Rogers
Period Covered	From: 01 April 2014	To: 31 May 2014	Workstream Sponsor	Mark Stone/Corporate Directors
Programme Status			Budget Status	

Status Summary

Key reviews fishbone

Highlights

- Disabled Children and Adults (SEND service) systems thinking implementation work completed; service implementation continues led by service staff.
- Delivery continues to expectation and with some major highlights;
  - Customer Access review continues in County Hall, Monkton Park and Milford Street. Potential improvements to County Hall reception are being tested and evaluated.
  - Customer Access review has been combined with Benefits and Housing reviews as they are heavily interconnected. Benefits review will contribute to application to be LSSF pilot with DWP.
  - Customer experience work for Corsham Campus is on track for June/October opening.
  - System review for the Better Care Plan (jointly between Wiltshire Council and Wiltshire CCG, and including the H2L@H providers, three acute hospitals, GPs and community health services) is completing scoping; check is expected to begin in July.
  - Development Services review has expanded to include Economic Development. Work on the development consultation process is in the check stage.
  - Children's safeguarding review has progressed from scoping into the check stage.
  - Starter Changer Leaver review: redesign of starter stage is feeding into e-forms implementation.
- First meeting of joint project board for Single View of the Customer project held on 3 April. This work now to be lead by Head of Programme Office. SVoC will provide a key strategic resource and opportunity for multi-agency transformation; vulnerable people will be key beneficiaries from this work.
- The monthly Systems thinking training (3-day immersion workshop) was delivered in April and May, bringing the total number of people having gone through the training to 725. This includes 130 people from Police and the Office of the PCC. All places on the June course have been allocated to the Better Care Plan programme team.
- Work continues with Suffolk CC on an in-house version of the training.
- The key reviews which we currently use to determine workstream status are: Benefits/Customer Access/ Housing, Campus, Economy and Development Services, Police, Starter-Changer-Leaver, and Troubled Families. All are green. Better Care Plan (BCP) will be a key review when check begins.
- Progress of Police review work has been affected by restructure and changes to Transformation leadership.
- The Local Highways and Street Scene review work is Grey (paused) due to slow pace of implementing community teams delivery model and low engagement from BBLP. Further reporting when review restarts.

Key Issues

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

Key Risks

Risk	Score/ status	Mitigating Actions	Review Date
There are no programme-level risks	🟩		

Impact	Score	Probability	Score
Catastrophic	4	Likely	4
Minor	1	Unlikely	1

Progress on Key Activities:

Completed in This Period			
Activity	**Stage**	**Status**	**Comments**
Workstream: Programme Management			
Development of forward programme	Sign off	🟩	Corporate Directors have reviewed the programme; awaiting signoff.
Review: Benefits (Universal credit/welfare reform)			
Meetings with Benefits & Customer Services to begin working together on plan for check and resourcing; check began 21 May. The Benefits review now part of joint Benefits, Housing and Customer Access review; completing a customer journey to show the links. This will also feed into Benefits/DWP submission for LSSF pilot.	Check	🟩	Review has now picked up momentum.
Review: Customer Access			
Demand capture via social care helpdesk completed. Check started at Monkton Park F2F; check in Milford Street F2F near completion. Trials at CH reception underway. Making links with CAB. Work done with Accounts Payable on reducing post; continuing data gathering about post across the organisation. Customer journey picture work started.	Check / Re-design	🟩	
Review: Disabled Children and Adults			
SEND Service 0-25 launched January 2014; the majority of roles now recruited to. SEND Service launch event held Local offer development of a county wide education progressing very well. Work well underway on preparing for adulthood and health local offer stream. National Graduate trainee appointed to lead on Local Offer Development.	Completed S-T	🟦	Service implementation will be gradual due to legislation changes not coming into effect until Sept 2014. Pathfinder and Champion commitments ended March 31st 2014. Systems thinking work concluded; no further reporting in this HL report.

Review: Economy and Development Services (systems thinking work)			
In check for planning consultation process (within EDP but also with Highways, Education, Heritage, Public Health etc); also working on the overall purpose of EDP.	Check	🟩	Teams highly engaged and good progress has been made collecting and analysing consultation case histories to inform review trials for redesign.
Review: Housing Allocations and Options			
Housing Association partners visited to discuss effectiveness of current processes. EDS processes checked for 'homeless' presentations. Wiltshire council tenancy staff interviewed. Recent users of the housing service interviewed for their experiences. Initial 'check' findings delivered to all housing teams, Assoc. Director and Head of service. Process mapping for 'as-is' activities are underway.	Check	🟩	Unable to resource process mapping sessions within housing teams, en bloc. Alternative method being tried, with 1 to 1 sessions taking place within all teams, to build up a mapping picture.
Review: Local Highways and Street Scene			
Community team implementation has paused; related ICT integration is progressing. The community team model has not yet begun to work as designed; focus has shifted to immediate cost savings and working through backlogs.	Paused		This review is suspended pending the opportunity to restart improvement work and the implementation of the community model.
Review: Police (systems thinking work)			
Continuing work with Boeing to help us to analyse performance of the as-is and to-be operational policing models. This can then be used in other system thinking reviews. Work with Airpoint technology solution to help us achieve redesign. Started mini check for Road Traffic Collisions; working in Enquiry Offices electronic 'found property' system.	Re-design	🟩	Progress and momentum of this review has been affected by Police restructure and changes to Transformation leadership, and by the Airpoint work. See below under dependencies.
Review: Safeguarding (Children's Social Services)			
Check has begun slowly due to the severe lack of SWs within the east area. Progress and the situation will be reviewed at the end of May, by which time more SW staff should be in place. We agreed that it was important to keep moving forward with the work albeit slower than we would like, in the interim.	Check	🟩	
Review: Starter-Changer-Leaver			
Feedback to Portfolio-holder, feeding into e-form design work. Establish start date to commence in recruitment.	Re-design	🟩	This review would benefit from increased engagement from payroll – this is anticipated.
Review: Troubled Families			
Work is continuing and where possible is joined up with safeguarding work, for example mapping the Domestic Violence flow. Cases tracked for 34 families; to write paper documenting findings.	Check	🟩	Meeting with CD in near future to gain clarification about who will be the service lead for the work we are undertaking.

Scheduled For Next Period (Including carried forward)			
Activity	**Stage**	**Date due**	**Comments\Planned Actions\Reason for carrying forward**
Workstream: Programme Management			
Forward programme deemed to be agreed	Sign-off	April 2014	No impact on delivery.
Review: Benefits (Universal Credit/Welfare Reform)			
Check in Benefits to start 21 May. Work towards joining up with customer services check teams across 3 hubs. Work with Benefits HoS on submission for LSSF pilot joining up with DWP.	Check	July 2014	
Review: Customer Access			
Start redesign at Milford Street. Continue check on F2F at Monkton park and feedback to teams. Expand trials of meet and greet at CH to include more customer services staff, work with Benefits check team to improve front end. Build on relationships with HB and Housing reviews build a customer journey picture linking in with CAB, HB, housing and customer services	Check / Re-design	June 2014	May widen to 3 key Registered Social Landlords and DWP.
Review: Disabled Children and Adults			
ST work completed and handed over to service and implementation teams.	ST work completed.	Ended	
Review: Economy and Development Services			
EDP Vision workshop preparation and format planned for mid-June. Running workshops which connect local vision work, local place shaping, and consultation processes. To trial redesigned consultation process. The outcome of redesign trials for consultation will inform further testing / rollout if successful. It will also show how customers / citizens access the service.	Check	Sept 2014	Implementation of agreed improvements to planning processes is dependent on progress with DPIT (M3 IT system). The work is taking us into pre-application advice and the root cause of current inconsistencies between teams and individuals.
Review: Housing Allocations and Options			
As-Is process mapping continuing within all hubs. Confirmation of the validity to be sought.	Check	June 2014	Process mapping taking longer than would normally be the case, due to restricted resourcing.
Review: Local Highways and Street Scene			
No further reporting until review restarted.	Check	n/a	
Review: Police			
Developing simulation/modelling of to-be operational policing; off-line testing to-be model against real incoming demand. Continuing work in Enquiry Offices electronic found property system. Continuing work with Air point technology solution to help us achieve redesign. Using the redesign team expertise - starting work in the trial area to test thinking on a take 1 do 1 debrief basis for live cases.	Re-design	Dec 2014	Meeting Transformation lead on 2 June with hope of progressing redesign into testing.

Review: Safeguarding model				
The work is ongoing. We would like to talk to some of the families to understand the system from the 'customer' perspective – meeting arranged with the team manager to discuss next steps while we await more frequent access to the SWs.	Check	Dec 2014		Access to the expertise of the SWs and time for them to fully engage will be limited.
Review: Starter-Changer-Leaver				
The review team will start work building relationships with the recruitment team in July and in meantime continue feeding into Eform work.	Re-design	July 2014		Key members of recruitment team on leave until July.
Review: Troubled Families				
Using the case tracking we have completed to support the data collection required by central government for funding. Paper regarding findings from case tracking. Continue to track the Domestic Violence process.	Check	T.B.D.		Awaiting financial information to enable us to cost the social work and other interventions.

Dependencies / Interfaces

Title	Risk	Owner	Review Date	Comments
Preparations for Corsham Campus go live.		JR/HK	31/5/14	Delivery of Customer Experience workstream on track for June/October transitional opening. Will move into Customer Access review on opening to review demand and make any necessary system / process changes
Single View of the Customer programme		~~JR~~/MS	31/5/14	The IM 'side' of the Customer Access Review. Joint with Health and Police. Mobilised project team for initial research and development; first Board meeting held on 3 April. Handed over to Ian Baker.
Police restructure and changes to Transformation leadership		JR/RK	30/6/14	Progress on S-T review has been affected by changes to Police structure and responsibilities, and by hand-held devices project. This is affecting the review's momentum and the pace at which redesign work can go into testing.

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.

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