

## AGENDA

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**Meeting:** CABINET TRANSFORMATION COMMITTEE  
**Place:** Kennet Room - County Hall, Trowbridge BA14 8JN  
**Date:** Tuesday 16 September 2014  
**Time:** 3.00 pm

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Please direct any enquiries on this Agenda to Will Oulton, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 713935 or email [william.oulton@wiltshire.gov.uk](mailto:william.oulton@wiltshire.gov.uk)

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

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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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# 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 17 June 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 and Questions from Councillors**

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. Questions can also be asked by members of the Council. Written notice of questions or statements should be given to Will Oulton of Democratic Services by 12.00 noon on Thursday 11 September 2014. Anyone wishing to ask a question or make a statement should contact the officer named above.

6 **Customer Journey**

To receive a presentation by Kate Beckinsale-Smith, Systems Thinking lead on customer access, on a strand of work looking at the customer journey linking Revenues and Benefits, Housing options and customer services.

7 **Disposals**

To receive a presentation from Sarah Ward, Head of Asset Management on disposals.

8 **Police Integrations and Next Steps**

To receive a presentation from Julie Anderson-Hill, Head of Transformational Change and Health Co-ordinator, on Police Integrations and next steps including updates on Bourne Hill and the Adult Disability Service based in Ashton Street.

9 **Project and Programme highlight report** (Pages 7 - 18)

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

10 **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.

11 **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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MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 17 June 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 Keith Humphries	Cabinet Member for Public Health, Protection Services, Adult Care and Housing (exc strategic housing)

Also in Attendance:

Cllr Fleur de Rhé-Philippe  
Patrick Geenty, Police Chief Constable  
Dr Stephen Rowlands, Clinical Commissioning Group  
Kieran Kilgallen, Chief Executive, Office of Police and Crime Commissioner  
Cllr Allison Bucknell  
Cllr Bill Moss

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

### **11 Apologies and Substitutions**

Apologies were received from Cllr Wheeler.

Cllr Humphries substituted for Cllr Wheeler.

### **12 Minutes of the previous meeting**

**Resolved:**

**That the minutes of the meeting held on 18 March 2014 be approved as a correct record and signed by the Leader.**

### **13 Leader's Announcements**

There were no Leader's announcements.

### **14 Declarations of Interest**

There were no declarations of interest.

### **15 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 more than happy to hear from any member of the public present on any of the items on this agenda.

### **16 Neighbourhood and Operational Policing**

Rachel Kirby, Systems Thinking Lead gave a detailed presentation on the work of her team in reviewing customer access and getting knowledge of Wiltshire Police Systems.

The team had spent time gaining knowledge and understanding the current operations systems; and had developed a purpose statement, "Keep me safe and protect my community", based on talking to members of the public and observed demand. Case studies had identified issues with handoffs, a number of different systems being used and the creation of preventable demand.

The police were presented with two options – to stay as they were or to move to redesign with testing. With the agreement of the police the principles of redesign were established from the check phase and the current focus is on developing a one stop 'respond, resolve, record', community focused approach for its customers. This will be tested live on new demand (a report of a theft) in the Trowbridge sector from 30 June 2014; the design will then be refined and further tested until it is fully robust in operational use. This will in turn inform what roles and structures are required. Once capacity had been released, work will focus more on being proactive in preventing crime and addressing the root causes of crime and antisocial behaviour in our communities.

The Chief Constable, Pat Geenty congratulated the team on their work to date, highlighting that Wiltshire was the only force going through an end-to-end redesigning process. Existing systems had been built up over 170 years and it was hoped that silos would be broken down and staff would be put back into the community teams. He recognised the difficulty in transitioning from one system to another and hoped that the system would expand over time, providing information on why crimes were happening and moving the focus to prevention. He welcomed the support of the Office of the Police and Crime Commissioner and the Wiltshire Public Service Board recognising the review would not work without public partnerships.

The Committee confirmed its support for the redesign, recognising the similarities between it and other projects.

When questioned on whether the redesign had the support of the Ministry of Justice, Mr Geenty noted that the permanent secretary would be visiting next week. Police on the front line had been engaged by the systems thinking team, involved in making changes and designing the right IT solution. A key part was training and ensuring it was right for the individual.

Mr Geenty noted that public satisfaction surveys had shown that Wiltshire Police were third best in the country for dealing with crime, increasing 7 points in the last 12 months. The relationship with the public was improving, possibly due to increased visibility.

The Committee thanked Rachel for her presentation.

Paul Mills gave a presentation on community engagement, including the purchase of community alert software called Neighbourhood Alert. This was currently used by Thames Valley Police who in two years had 80,000 members sign up to use it.

Neighbourhood Alert was free to sign up to, and allowed users to set preferences on the types of and frequency of messages they received. Messages could be targeted to geographical areas from county-wide to street level, or a cluster of homes. It could be used to send updates regarding crime prevention, community safety campaigns, events, news, meetings or good news stories.

It would reinvigorate Neighbourhood Watch, who had been involved in all aspects of the procurement process and would be rolled out in mid to end July to four pilot areas: Malmesbury, Pewsey, Warminster and Swindon West. Other benefits included improved communications, building trust and confidence, reduce incoming calls and reinvigorating other watch schemes. Other force areas used it and there was potential for cross-border work and for it to include other agencies in the future.

In response to questions it was confirmed that Wiltshire was working with the police as part of its digital strategy, and Neighbourhood Alert would be promoted through Area Boards and their community networks, Town and Parish Councils, resident's associations, churches with all encouraged to sign up to it. Its scope could be widened to link in with health and other opportunities.

The Committee thanked Paul for his presentation.

## 17 **Systems Review - Better Care for the frail elderly**

John Rogers, Head of Systems Thinking and Customer Access, gave a presentation on the system review of intermediate care that had been started as

a result of the Better Care Plan, a new government initiative on care for the frail elderly.

He detailed the complex processes involved in placing people into intermediate care, and issues around delayed transfers to care and duplication of roles.

A detailed case study was being developed from existing records, and discussions with stakeholders were planned to decide what the 'check' stage would involve and what it would deliver as part of the Better Care Plan.

The committee recognised that community services needed to be in place and available to provide a different option to the acute route.

In response to questions it was confirmed that the care pathway was the best way to bring together service providers and it was important to see the disbenefit to patients of being in acute beds when they would be better placed in a different care setting – ideally their home. There were no plans to put wardens back into care homes.

The Committee thanked John for his presentation.

#### **18 Project and Programme highlight report**

Ian Baker, Head of Programme Officer presented a report which provided an update on the position of projects and programmes as at 31 May 2014.

**Resolved:**

**The Committee noted the report.**

#### **19 Systems Thinking Programme highlight report**

John Rogers, Head of Systems Thinking and Customer Access presented a report which detailed the position of the systems thinking programme as at 31 May 2014.

**Resolved:**

**The Committee noted the report.**

#### **20 Urgent Items**

There were no urgent items.

(Duration of meeting: 2.00 - 3.38 pm)



These decisions were published on the 30 June 2014 and will come into force on 8 July 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](mailto:kirsty.butcher@wiltshire.gov.uk)  
Press enquiries to Communications, direct line (01225) 713114/713115

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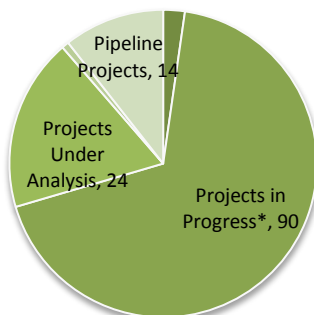
## Programme Office Highlight Report

**Head of Programme Office:** Ian Baker

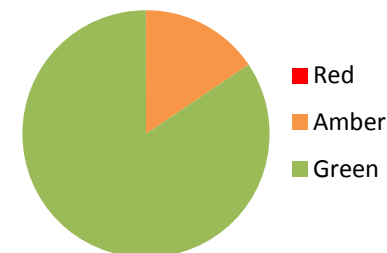
**Reporting Period Covered:** August 2014

### Dashboard

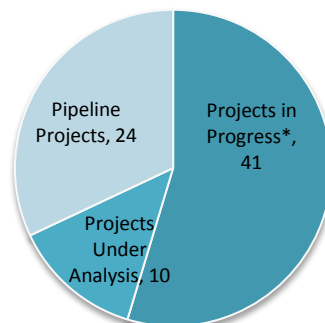
Wiltshire Council	
<b>Total Wiltshire Council Projects</b>	<b>132</b>
Completed Projects	3
Projects in Progress*	90
Projects Under Analysis	24
Projects On Hold	1
Pipeline Projects	14



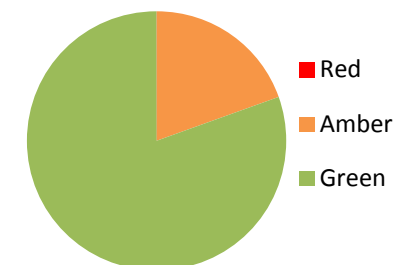
RAG Statuses for Wiltshire Council	
Red	0
Amber	12
Green	78



Wiltshire Police	
<b>Total Wiltshire Police Projects</b>	<b>75</b>
Completed Projects	0
Projects in Progress*	41
Projects Under Analysis	10
Projects On Hold	0
Pipeline Projects	24

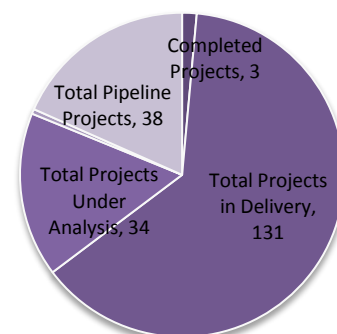


RAG Statuses for Wiltshire Police	
Red	0
Amber	8
Green	33



**\*RAG statuses are for 'In Progress' projects only**

Joint Portfolio	
<b>Total Joint Portfolio Projects</b>	<b>207</b>
Completed Projects	3
Total Projects in Delivery	131
Total Projects Under Analysis	34
Total Projects On Hold	1
Total Pipeline Projects	38



Report Author: Ian Baker  
Date Submitted: September 2014

### Projects Completed in this Period - Wiltshire Council: 3

- **Legacy: First World War Commemoration.** On 30<sup>th</sup> July, there was a good attendance at the Tidworth Military Cemetery to commemorate the 10,000 Wiltshire Soldiers who lost their lives. A considerable number of briefing and planning sessions took place before the event to make it a success; a lot of positive feedback was received. Lessons learned workshops were subsequently conducted and the lessons from these will be taken forward when planning the next First World War event.
- **Care Doc 2 :** Caredoc 2 is an upgrade to a tool used in conjunction with social care Carefirst system. It enables the development of electronic templates that pre-populate information from the Carefirst system. This will continue to be used by Adult and Children services and will link with the EDRMS project for document storage.
- **Monkton Park Power Resilience:** As part of the Monkton Park refurbishment and improvements programme, an important workstream was completed to increase the resilience of the councils Secondary Data Centre (SDC).

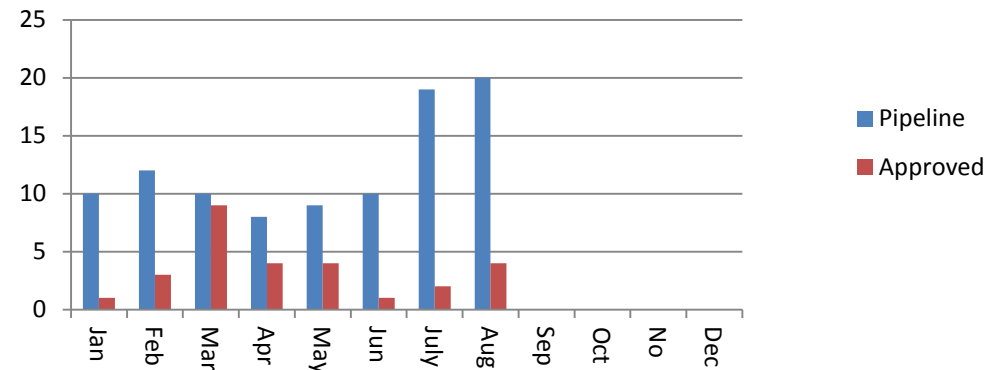
### Workstreams Completed:

- **Telephony Programme:** Extensive work has been carried out by the Programme Team and Information Services, working closely with Transformational Change, to provide a new and enhanced MITEL telephony system to support the moves out of Salisbury Police station, into Bourne Hill and other premises, in support of the decommissioning. The moves are now complete and Police staff have been supported in the use of their new telephony.
- **Paper'less (Council):** Both the new paper records management stores (Devizes and Kennett House) are now live in Devizes. The database is being developed and is due for completion in September. Currently a manual system is in use. Shurnhold is now empty of all paper based records.

## Projects Approval Status - Projects awaiting consideration and approval: 20

- Collaboration: Office 2010 / Lync 2013 (Information Services / Business Development)
- Collaboration: Shared Door Access System
- Collaboration: Paperless
- Collaboration: Alarm Management System Renewal
- Council: Fleet Department Financial Savings Project
- Council: Traffic Monitoring
- Council: Starter-Changer-Leaver (Post Systems-Thinking Review implementation)
- Council: British Sign Language (BSL) Support on the Council Web Site
- Council: Adult Care Payment Card system
- Council: Public Health: 'Baby Steps'
- Council: Out of Hours / Emergency Call Handling
- Council: Superfast Broadband - Phase Two
- Council: Wiltshire Institute for Social Care
- Police: Data Quality Improvement
- Police: Digital Interview Recording
- Police: MISPER
- Police: Respond, Resolve, Record
- Police: Lost & Found
- Police: Child Abuse Image Database
- Police: QlikView - Phase Two

## Projects Awaiting Consideration and Approval: 2014



## Projects approved since August report: 4

- Baby Steps: perinatal education programme, which helps parents to prepare not only for the birth of their baby, but also their own transition to parenthood.
- ePEP (Personal Education Plan) for Wiltshire's Virtual School.
- Growth Deal Government grant of £129 million which will fund five programmes of work under 'Growth Deal'.
- Web Streaming Events for Incubation Centres: Economy & Regeneration.

## Projects on hold: 2

- **Police: Strategic Workforce Planning (SWP):** The further development of a SWP is dependent on the outcomes of the ongoing Systems Thinking Review and requires alignment with the Police Operating Model, the completion of the Vision Programme and other reorganisations, and hence this is currently on hold regarding any contribution from the Programme Office.
- **Police: People Services Centre (PSC):** Requirement to provide a single site to locate the PS Staff remains outstanding and this currently falls outside of the Programme Office's remit.

## Key Issues

Issue	Score / RAG Status	Mitigations and Most Recent Progress	Review Date
<b><u>Programme Office Level Issues</u></b>			
None	N/A	N/A	N/A
<b><u>Project or Programme Level Issues</u></b>			
<b>Waste Collection: FSDM (Future Service Delivery Model)</b>  Completion of ITT documentation.  To enable a full and thorough six week review of the completed Invitation to Tender (ITT) documentation. (Due to be ready by the end of July). This timescale has now been revised.	Amber	A review of individual documentation is progressing throughout the process and the agreed updated timescale for a complete ITT pack to be ready and dispatched in September.	15-09-14
<b>Wiltshire Online – Super Fast Broadband (SFBB)</b>  Performance issues with contracts and sub-contractors.	Amber	Openreach are training and investing in new suppliers to create a larger and more diverse supply chain. Openreach and Carillion Telent are now co-located in the same office to manage the Wiltshire deployment and to manage the supply chain including the noticing and permissions needed to work on the Highways.  A remediation plan is now being implemented. Review meetings with BT/Openreach and Highways are being held fortnightly. BT/Openreach and Wiltshire Council Directors will meet to review overall progress in September. The GWB board met with BT Chief Executive in August to review progress.	Weekly
<b>Leisure Management System</b>  Online booking and payments continues to be a problem to provide accurate information for customer records.	Amber	Regular weekly review meetings continue after an onsite meeting with XN directors on the 17 <sup>th</sup> July. Programme and IS teams are working with XN to resolve the issues.	29-08-14

<p><b>Agile Telephony</b></p> <p>This is the reduction in the support of telephony with indicative support savings of £150K pa with a further £60k pa when the existing Mitel platform is fully decommissioned.</p>	Amber	<p>Information Services Telephony teams priority is currently fully committed to Campuses and Police projects therefore resources to be committed to the Agile Project are currently not available. With the savings identified, it would be cost effective to recruit temporary resource(s) to the Agile programme to recognise the savings.</p>	01-09-14
<p><b>DPIT – Website issues</b></p> <p>There are a number of long standing issues relating to publishing planning applications on the web. Log files on the server using 100% storage capacity causing the server to fall over. UniDoc uses a large amount of server memory due to the large number of hits; the current server is not fit for purpose.</p>	Amber	<p>IS have agreed to put the Planning website on a dedicated server. The solution design has been approved and the infrastructure is being built. This full server move is due to be completed by the end of September.</p>	06-09-14
<p><b>M3LP Upgrades</b></p> <p>There are several versions of M3LP to test that will resolve some of the existing workarounds. Due to a lack of system environment these upgrades have not been able to test these until now. An issue with letter generation in the first upgrade is causing delays.</p>		<p>Northgate resource has investigated the letter generation issue and identified the configuration of the environment as the cause (components needed to generate the letters aren't available in the TRAIN environment). Northgate have instructed us how to resolve the issue which is due to be completed by close of play on 01-09-14.</p>	06-09-14
<p><b>DPIT – Northgate's Document Management Engine (DME) for Land &amp; Property</b></p> <p>DME is the link between the case and document management systems: M3 and I@W. Significant issues stopping the two systems fully sharing information, forcing the business to find workarounds.</p>	Amber	<p>Issues with the M3LP upgrades have delayed this implementation. Before this issue can be resolved the back office system (M3) requires upgrading to the current version. Testing prior to the upgrade mentioned above has indicated issues still exist with the integration.</p>	06-09-14

<b>Children's Services</b>			
<b>Fostering &amp; Adoption</b>			
Business Objects report writing - Confirmation between OLM and Wiltshire around scope of writing and delivering required reports, for example as required by Ofsted.		OLM are writing some Business Object and Carefirst reports for Wiltshire and have completed some to date. The Business will carry out testing throughout August and once signed off OLM will complete writing the requested reports. Wiltshire has a three month sign-off period.	30-09-14
<b>Portage</b>			
Technology. Equipment (Laptops) and support required for Portage to meet commissioning service delivery.	Amber	Information Services have developed an outline solution that now needs to be tested and approved.	30-09-14
<b>EDRMS (Electronic Data Management System).</b>			
Storage of electronic documentation. Microsoft Outlook add-in does not work with GCSX.		Supplier is investigating the issues, aiming for a resolution mid-end of September.	30-09-14
<b>Military Civilian Integration Programme (MCIP)</b>			
Stakeholder engagement - a few stakeholders have concerns with MOD's level of consultation on transport and uncertainty on the source of funds for community infrastructure.	Amber	Monitor stakeholder concerns during regular boards/meetings. Seek assistance from Communications Office to scan local media adverse reports, etc.	31-10-14

### Progress on Key Activities:

<b>Completed in This Period</b>	
<b>Activity</b>	<b>Comments</b>
<b><u>Programme / Project</u></b>	
<b>Fleet Review</b>	Objective: to deliver £200k cost savings on revenue budget in 2014 / 15 through improved efficiencies. Scoping document signed off by SRO and Programme Office. Initial meeting held with Police. Project plans, Risk & Benefits Registers and Comms Plans being developed.
<b>Car Parking Review</b>	Visits with Scrutiny members to view technologies in situ being arranged at: Bristol CC, Islington BC. Pre-consultation responses to be published.  "Town-by-town" profiles sent out to internal stakeholders.



<b>Monkton Park Power Resilience</b>	<p>As part of the Council's Monkton Park Hub refurbishment and improvements programme, an important work stream was completed to increase the resilience of the council's Secondary Data Centre (SDC).</p> <p>The benefits will provide a fully redundant SDC, meaning that in the event of a power outage, the SDC would be unaffected and would ensure that the Council would maintain network services throughout the Council and its partners critical services. This work also reduces the risk of down time in the event of maintenance of the Primary Data Centre at Trowbridge.</p>
<b>Wiltshire On Line:</b>  <b>Digital Literacy</b>  <b>Mobile Infrastructure Project (MIP)</b>	<p>The team met with the Corsham community librarian to agree format of Corsham Library Computer Club and discuss possible support of library "ebook" event.</p> <p>Inducted new volunteers for the Devizes, Malmesbury and Salisbury / Tisbury Community Areas.</p> <p>Project team meeting arranged to discuss MIP opportunities with Broadband Delivery UK (BDUK) across Wiltshire and receive information about possible sites.</p>
<b>SAP Insourcing</b>	<p>CGI are in receipt of the replacement hardware required to complete the hardware refresh. The equipment has been set up in racking and operating systems installed. Remaining server and storage build is in progress.</p>
<b>Waste Collection: FSDM (Future Service Delivery Model)</b>	<p>Draft specifications for Lot 1-5 sent out to bidders, as well as the information note and the IT third party security standards.</p> <p>External review of draft specifications has been completed.</p> <p>Policy documentation all collated and ready for review.</p> <p>Draft specifications released, team are currently focusing on completing the ITT pack ready for external review and release to bidders mid-September.</p>
<b>Wiltshire Police Transformation Programme</b>	
<b>Salisbury Custody</b>	<p><b>Prisoner Transport Team</b> – Recruitment of Detention Officers has started.</p> <p><b>Custody Suite - New Build</b> – Outline planning permission application to be submitted following a wider consultation with stakeholders.</p>

	<b>Custody Service Recommissioning</b> – Has started as part of the development of the new custody suite.
<b>Wiltshire Police – Neighbourhood Watch</b>  Provide a publicly available database and alert system to support watch schemes, initially neighbourhood watch and to keep the public informed of incidents and trends in their areas, alongside other community information.	The Community Messaging System Alert system has now been launched in four areas; Malmesbury, Pewsey, Swindon West and Warminster. Communications strategy is now in delivery phase.
<b>Wiltshire Police – Refresh of the High Tech Crime Unit (HTCU) Storage</b>  A technical refresh of servers, storage and network infrastructure to replace ageing and out of support hardware.	The new server hardware and associated infrastructure is now in place and is operational, ready for use by the HTCU. Data migration is due to begin once the business has completed a “purge”.
<b>Wiltshire Police – eCommerce for Policing</b>  National IT Programme to provide online access to Police services to the public, managed by Wiltshire.	The platform is in place and security accredited. Digital services are continuing to be developed in a number of forces. This autumn will see the pilot for online payments, followed by the pilot for firearms licensing, for piloting in Autumn with go live Spring 2015.
<b>Wiltshire Police – Digital Evidence Storage and Management System (DEMS)</b>  Provision of a central storage and management solution for all forms of digital evidence and body worn cameras. Funding will be provided through the regional collaboration led by Avon & Somerset Constabulary.	Wiltshire Police have secured funding from the Home Office Innovation fund of £250k; a project is now being put in place to procure the DEMS by the end of the financial year. This will enable other projects such as Body Worn Digital Video Cameras and Digital Interview Recording to be restarted as they are dependent on the DEMS being in place.
<b>Wiltshire Police – Victim Care Team</b>  Provision of a victim’s support service and coordinating team to replace current arrangements.	The Victim Care Team (formerly The Victim’s Bureau) Business Case will be presented to the Senior Command Team on the 26-08-14. The work to establish a commissioned service is also being carried out in parallel.
<b>Wiltshire Police – Upgrade of Police HR Systems</b>  Remediation of Origin to stabilise and provide better access. Phase Two: migration to SAP following data cleanse.	Working Closely with the Police’s People Service’s team to cleanse data in the Origin HR system, in readiness for service integration and system developments.
<b>Wiltshire Police – Protective Monitoring</b>	

Establishment of a set of business processes, with supporting technology, in order to oversee how ICT systems are used (or abused) and to ensure accountability for their use of ICT facilities.	The newly procured solution is now in place, enabling the Police to actively monitor who is using what system, in order to maintain security and address possible inappropriate use.
<b>Wiltshire Police – Tasking and Briefing Tool (T &amp; B)</b>  Improved provision of targeted tasking and briefing for all officers, based on current intelligence and officers current location, supported by organisational and cultural changes and a new ICT system.	Good progress has been made on the development of a new Tasking and Briefing System for use across Wiltshire; Phase One includes crime and Intel from NICHE, mapping and incidents from Storm/NICHE.
<b>Windows 8.1 &amp; Police Smartphone's</b>  Upgrade of Wiltshire Council and Police IT estate to Windows 8.1 application.  Replacement of Mobile Operational Police Smartphone's to a Windows 8.1 Mobile.	Windows 8.1 Programme board created with terms of reference now in place. IS have created test laptops with Windows 8.1.  Mobile Operational Policing Project (MOPP) board created to provide governance around the Police Smartphone replacement. Working closely with Vodafone to establish a secure telephony communication route.

<b>Scheduled For Next Period (Including Carried forward)</b>	
<b>Activity</b>	<b>Comments \ Planned Actions \ Reason for Carrying Forward</b>
<b>Fleet Savings Review</b>	Data improvements expected to be in place by the end of September 2014. Project plans for all workstreams will be developed by the end of August 2014. Tyres procurement review to go to Procurement board. Fuel procurement review to go to Procurement Board in September 2014.
<b>Car Parking Review</b>	Town overviews with financial assessment and recommendations on charging for each town to be developed. Draft charging summaries produced by the 22 <sup>nd</sup> August 2014. Financial profiling for new charges for all council car parks in all towns, due for completion by early September. An update and presentation will be taken to Scrutiny Task Group in September 2014.
<b>WASTE: FSDM (Future Service Delivery Model)</b>	All volumes of ITT documentation completed to pre-review draft. As above issue this date has now been extended until the 22 <sup>nd</sup> August 2014. (Original due date 31-07-14).

<p><b>MASH (Multi Agency Safeguarding Hub)</b></p> <p>Police Access to Wiltshire Hubs.</p> <p>Wiltshire /Swindon MASH.</p>	<p>Project team to liaise with Police colleagues to set in place procedure for police access to Wiltshire main hubs. Liaise and agree processes with Police and Facilities Management.</p> <p>A visit to Swindon is scheduled to discuss Police Operational Team working arrangements for Swindon and Wiltshire MASH.</p>
<p><b>Agile Telephony</b></p> <p>SIP (Session Initiated Protocol) line connection.</p> <p>This is the replacement for the Councils telephony networks as this allows all data and voice to be sent through the SIPS lines which is a lower operating cost and more reliable option than the current data lines.</p>	<p>SIP lines have been installed by British Telecom (BT) but there is still outstanding work to complete the configuration on the router. This has been raised and escalated with the account manager.</p>
<p><b>DPIT:</b></p> <p>Planning system upgrades.</p> <p>Website development work.</p>	<p>There are 7 upgrades to implement for the Planning system, each of which is to be tested before upgrading to the next version.</p> <p>The first upgrade has caused issues with letter generation which Northgate have looked in to and will fix.</p> <p>This is due by 30-09-14.</p>
<p><b>Wiltshire On Line</b></p> <p>Digital Literacy</p> <p>Super Fast Business Support</p> <p>Superfast Broadband Rollout</p>	<p>Promote digital champion service to Unison members via Council Staff newsletter.</p> <p>Run a digital champion training day for new volunteers from Chippenham, Marlborough and Cricklade areas.</p> <p>Run the workshop about 'Being Mobile: Using Tablets and Mobiles' on 11<sup>th</sup> September in Salisbury.</p> <p>Commence Open Market Review as part of the Phase Two funding requirement.</p> <p>Providing briefing to all of Wiltshire MPs concerning rollout and progress.</p>
<p><b>Children's Services</b></p> <p><b>IYSS – (Integrated Youth Service)</b></p>	<p>Continuing work for SMASH (Substance Misuse and Sexual Health &amp; Victim Support). The SMASH module went Live on 31-07-14 with the team now using the module. Now in the process of preparing a test submission to obtain sign off for the system, for data quality assurance.</p> <p>Liaison with Career Vision. Wiltshire is moving to a hosted system by CareerVision, testing is currently underway for the new hosted system to go live in September.</p>

<b>Social Impact Boards (SIBS)</b>	<p>Analysis work to identify and evaluate potential options for SIBs within Children's Services. Meetings held with Finance, Legal and Audit to provide an update on project and next proposed steps. Research with other organisations planning and or implementing SIBs ongoing. Draft Scoping Document produced.</p>
<b>SAP In-Sourcing</b>	<p>Complete the final stages of the recruitment for a SAP Basis Netweaver temporary resource. A start date has been set for 15th September 2014. Commence SAP Basis Netweaver knowledge transfer.</p> <p>Receipt of revised quotations for the secondary data centre SAP hardware, reflecting a uniform approach by all suppliers; evaluation of quotation; and placement of purchase order.</p>
<b>Wiltshire Police – Live Links to Courts and Virtual Courts</b>  Provision of video links into Courts to enable Police Officers, victims and witnesses to give evidence remotely.	<p>Project to establish video links between magistrates' courts and selected Police premises has made excellent progress. Victims and witnesses will be trialling the system from Salisbury from 01-10-14.</p> <p>Courts are now able to use the system to communicate via video with defendants, hence reducing the need for costly transportation to the courts.</p>
<b>Windows 8.1 &amp; Police Smartphone's</b>  Upgrade of Wiltshire Council and Police IT estate to Windows 8.1 application.  Replacement of Mobile Operational Police Smartphone's to a Windows 8.1 Mobile.	<p>IT and applications managers are to commence testing of applications on 8.1. IT are confident that the majority of applications will work on Windows 8.1.</p> <p>Programme Office, Transformation and Police Transformation are to meet to decide which teams will be approached to become early adopters of Windows 8.1 and Windows 8.1 mobile.</p> <p>Vodafone will begin to supply Access Point Name (APN) at Monkton Park, Chippenham and Gablecross Police Station, Swindon. (These are the gateways between 3g/4g and a computer network).</p>

### Recommendations and Requests for Decisions or Support

Title	Owner	Due Date	Comments

### Transformation Service Highlight reports

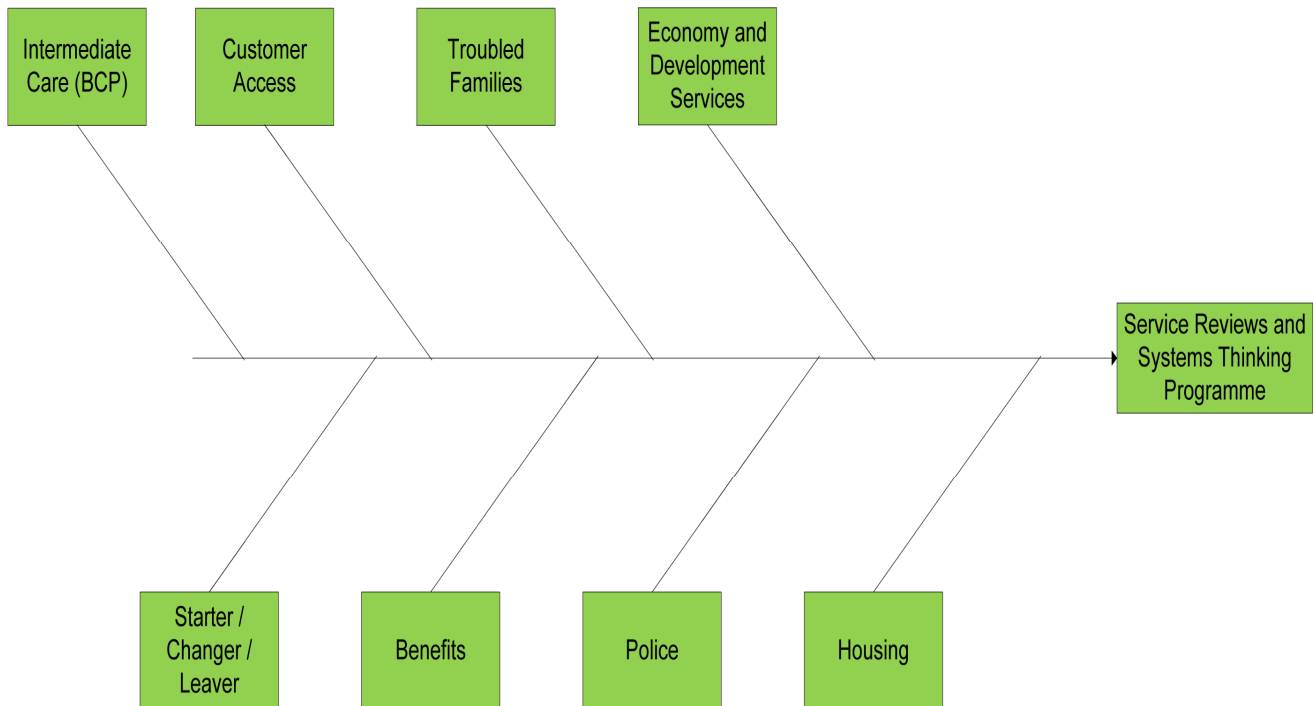
Team	Link to the location for all HL reports
Transformational Change	<a href="#">Link</a>

## Systems Thinking Programme Highlight Report

Programme Name	Systems Thinking Workstream, Transformation		Workstream Manager	John Rogers
Period Covered	From: 01 Aug 2014	To: 31 Aug 2014	Workstream Sponsor	Carlton Brand
Programme Status			Budget Status	

### Status Summary

#### Key reviews fishbone



#### Highlights

- Police redesign (operational policing) started live testing on 30 June, in Trowbridge. This is a six-month test and refine stage.
- System review of Intermediate Care (joint NHS and council) resourced for Check stage to start in early September, with participation from social services, community health, acute hospitals, GPs, mental health, Medvivo, H2L@H providers and VCS partners.
- The systems thinking team will also be an integral part of the proposed 100 day challenge to support Better Care Programme implementations and rapid improvements to system performance, during Sept-Dec 2014.
- Delivery across the other reviews continues to expectation – see below for details.
- Total number of people having gone through the three-day systems thinking training now 760. This includes 110 people from Police and the Office of the PCC. Work continues with Suffolk CC on an in-house version of the training; we plan to launch the new three-day course in late 2014 – progress towards this is on track.
- The key reviews which we currently use to determine workstream status are: Benefits/Customer Access/Housing, Campus, Economy and Development Services, Intermediate Care, Police, Starter-Changer-Leaver, and Safeguarding/Troubled Families. All are green at present; Safeguarding/Troubled Families borderline amber pending resourcing..
- Wiltshire Police have confirmed that they wish to commission systems thinking services from the council's team with effect from April 2015 and detailed work on this is under way.

## 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: Programme Management</b>			
Development of forward programme	Sign off		
<b>Review: Benefits (Universal credit/welfare reform)</b>			
Demand capture continuing at Monkton Park and County Hall. Demand capture commenced at Milton Street and Snuff Street.	Check		Review has continued despite holiday period. Links made with DWP, CAB and housing associations.
<b>Review: Customer Access</b>			
Check near completion at Monkton Park reception. Work continuing with housing benefits to facilitate the move towards working together. Redesign continuing at Milford Street. Working with Accounts Payable on reducing post; continuing data gathering about post across the organisation. Customer journey presentations delivered to SVoC teams.	Check / Re-design / Roll-in		Relevant data for business case is being collated and shared with the SVoC teams.
<b>Review: Economy and Development Services (systems thinking work)</b>			
In check for planning consultation process. Team have moved forwards with trialling new process this week with the ecologists prior to extending to other consultees.	Check / re-design		Work on S106 is now starting and we are in discussions about land charges. Other areas have temporarily been put on hold by the service.
<b>Review: Intermediate Care (BCP)</b>			
Design and planning Check stage work of System Review of Intermediate Care with cross system team – starts 8 September. Integrating the system review with the 100 day challenge to support BCP implementation learning and rapid improvements to system performance, during Sept-Dec 2014.	Check		Clear links with Single View of the Customer project – analysis work being done jointly.



<b>Review: Housing Allocations and Options</b>			
Work continues with process mapping internal activities as identified by the Housing management and teams – this work will continue over the next few months. Customer journey work has commenced to identify relevant contact between customer and council departments concerning housing.	Check / Re-design		
<b>Review: Police (systems thinking work)</b>			
Creating a working group with all key people with aim to run 24/7 trial in Trowbridge. This will rigorously test our new system and will show us how to upscale, and the IT requirements.	Re-design		
<b>Review: Safeguarding (Children's Social Services)</b>			
Continuing slowly. Meeting has taken place with newly appointed Head of Safeguarding Lucy Townsend to update on progress to date and move forward with the review. Agreed future catch ups.	Check		
<b>Review: Starter-Changer-Leaver</b>			
Redesign continuing. Recruitment staff interviewed. Brainstorming workshops to discuss potential changes commenced. Updates held with new service managers	Re-design		
<b>Review: Troubled Families</b>			
The service lead has left, and although there is a new lead nominated, her role is principally around claiming money from central government in respect of turning families round – not specifically around working with Wiltshire's troubled families.	Check		Borderline amber due to lack of service resources to date. These have been promised.

<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: Programme Management</b>			
Forward programme deemed to be agreed	Sign-off	April 2014	No impact on delivery.
<b>Review: Benefits (Universal Credit/Welfare Reform)</b>			
Process mapping will commence shortly – this will continue for several weeks	Check	Sept 2014	Planned to start 17 <sup>th</sup> September
<b>Review: Customer Access</b>			
Roll in more staff at Milford Street reception review; redesign to commence. Monkton Park to hold feedback sessions with management and Team Leaders. Members of CS team at CH reception to trial different ways of providing service. Present the Customer Journey to relevant teams and discuss development and use for the future.	Check / Re-design / Roll-in	Sept 2014	Plan to present to CD's.

<b>Review: Economy and Development Services</b>			
The EDP Vision workshop identified a number of opportunities for future work starting with understanding quality outcome measures. This work has been placed on hold by the service. Development Services work to reshape the consultation process continues.	Check	Nov 2014	
<b>Review: Housing Allocations and Options</b>			
Work will continue slowly on re-design for those processes identified by the team. Customer journey work will continue with other teams to identify duplications, hand-offs, etc	Check / Re-design	Dec 2014	Housing team resources have yet to be confirmed, on an ongoing basis. The introduction of the new Allocations policy will impact on available resourcing.
<b>Review: Intermediate Care</b>			
Check to start on 8 September. Evidence gathering, mapping and targeted facilitation in support 100 day challenge.	Check	Sept 2014	Focus is on improving discharge (esp discharge to assess) and step up (keeping people out of hospital), and supporting development of integrated care teams.
<b>Review: Police</b>			
Testing of new response and investigation process continues. Started conversation with AD ASC about working in a different way to create a new system end to end. Meeting arranged for end October	Re-design	Dec 2014	Expect to complete Extendsim modelling of police as-is processes and structures.
<b>Review: Safeguarding model</b>			
Resource to move work on is likely to be available later in September. The TL has asked that this includes the whole team and hopes that this will be viable soon.	Check	Dec 2014	
<b>Review: Starter-Changer-Leaver</b>			
Redesign continues with full engagement from recruitment. Continue to seek ideas from the team for improvements. Begin creating relationships to revisit potential for TL/SAP interface	Re-design	Sept 2014	
<b>Review: Troubled Families</b>			
Continue to support the work being carried out by TF leads – moving forward – future HL reports will be a holistic view of the work within CSC.	Check	T.B.D.	Awaiting financial information to enable us to cost the social work and other interventions. What was previously the Complex Families Board has ended and instead future work will report into the Early Help board/committee.

## Dependencies / Interfaces

Title	Risk	Owner	Review Date	Comments
Single View of Customer		JR	01/10/14	Good integration between these programmes.

## Budget

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

## Roadmap

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

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