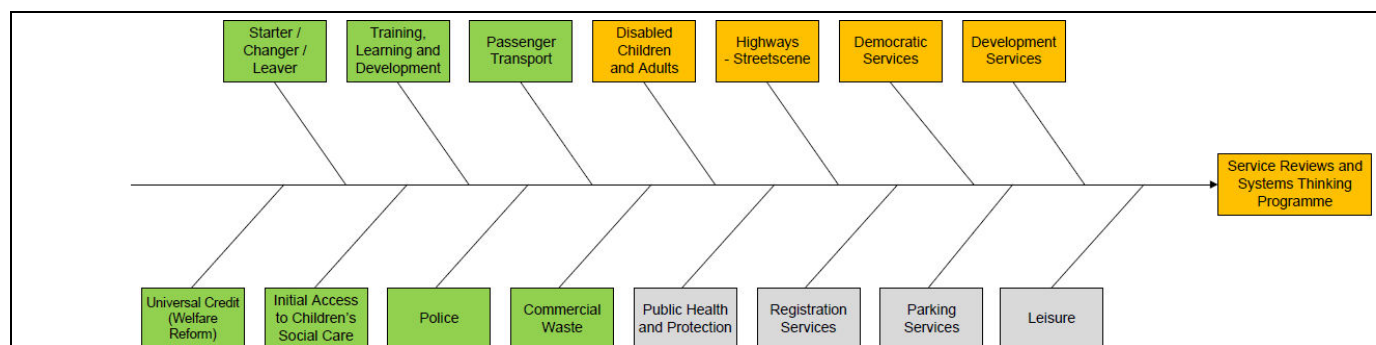


## Systems Thinking Programme Highlight Report

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

### Status Summary



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

## Key Issues

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

## Key Risks

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

## Progress on Key Activities:

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

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

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

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

## Dependencies / Interfaces

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

## Budget

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

## Roadmap

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