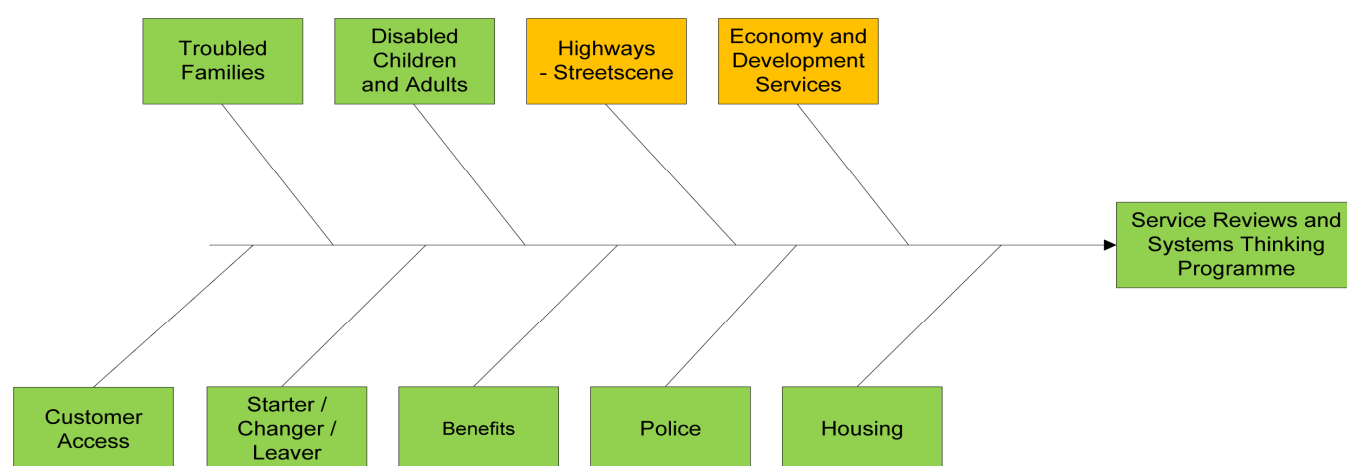


## Systems Thinking Programme Highlight Report

Programme Name	Systems Thinking Workstream, Transformation		Workstream Manager	John Rogers
Period Covered	From: 1 February 2014	To: 28 February 2014	Workstream Sponsor	Mark Stone/Corporate Directors
Programme Status			Budget Status	

### Status Summary

#### Key reviews fishbone



#### Highlights

- Delivery continues to expectation and with some major highlights;
  - Redesign of F2F service in County Hall has started.
  - Benefits review has moved into redesign for housing benefits.
  - Development Services review has expanded to include Economic Development. Currently focusing on the development consultation process, moving into the wider work of place shaping.
  - Customer experience workstream for Corsham Campus is on track for June/October opening
  - High level redesign of operational policing has been presented to Police SCT and mandated to proceed in parallel with rollout of mobile and remote devices.
  - Starter Changer Leaver review: employee lifecycle is now in testing.
- Scoping has started in Children's safeguarding – this will connect with the Troubled Families review.
- Initial work continues on a Single View of the Customer project, which will provide a key strategic resource and multi-agency transformational opportunity.
- Initial work continues on a systems thinking review of the care pathway for the frail elderly, jointly between health and adult social care, as part of the Better Care Plan.
- Other pieces of work are under way in client contributions, clinical waste, registration and rights of way.
- The monthly Systems thinking training (3-day immersion workshop) was delivered in February, bringing the total number of people having gone through the training to 667. This includes 115 people from Police and the Office of the PCC.
- Work continues with Suffolk CC on an in-house version of the training.
- The nine key reviews which we currently use to determine workstream status are: Benefits, Customer Access, Disabled Children and Adults, Economy and Development Services, Housing, Local Highways-Streetscene, Police, and Starter-Changer-Leaver. Of these, seven are green and two are amber.
- From a systems thinking perspective, LHSS is Amber and deteriorating rapidly due to slow pace of implementing community teams delivery model and slow progress with ICT integration. Budget reduction plans will impact community team delivery model. Economy and Regeneration continues to be affected by the continuing implementation of the DPIT application.

## 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 Reviews:

Completed in This Period			
Activity	Stage	Status	Comments
<b>Workstream:</b> Programme Management			
Development of forward programme	Sign off		Corporate Directors have reviewed the programme; awaiting signoff.
<b>Review:</b> Benefits (Universal credit/welfare reform)			
Implementing quick improvements in conjunction with Customer Services and Transformation to free capacity within Benefits team. Check continues on complex work that overlaps with several other ST reviews. Early engagement with partner services and external organisations.	Check		Review actions steadily moving forward, but with low involvement from the service. Good engagement from management level of the service. Planned engagement with all levels of the service.
<b>Review:</b> Customer Access			
Presented Customer access findings to Transformation HoS. Preliminary research of data around Post, Resource ST review for Milford St. Analysis of findings of F2F access at CH.	Check		Linking CA findings with other ST Reviews. Making connections with paperless projects, feeding into front of Corsham campus.
<b>Review:</b> Disabled Children and Adults			
SEND Service 0-25 launched January 2014. Local Offer: development of a county wide education offer progressing very well.	Implementation.		Service now in place although full implementation will be gradual due to timing of legislation changes. The majority of roles are now recruited to.
<b>Review:</b> Economy and Development Services (systems thinking work)			
Following ST training of ED&P staff in January/February and a staff forum in February, working on implementing improvements to the planning permission process. Scoping ST workshop of how customers access the planning consultation process (within EDP but also with Highways, Education, Heritage, Public Health etc); also working on a system led focus to the overall purpose of EDP. Service team highly motivated.	Implementation/ Scoping		Amber due to: impact of DPIT work on available capacity and ability to track measures; re-scoping of review for phase 2. Implementation of agreed improvements to planning permission processes is dependent on progress with DPIT.

<b>Review: Housing Allocations and Options</b>			
Work on 'purpose' continuing. Some high level flow diagrams completed. Visits to partner organisations commenced. Some case histories studied in detail. Staffing costs acquired.	Check		Presentation to Assoc. Director organised for 17 March. Work continues with System Thinking Officers, but no dedicated Housing colleagues have been resourced for the review.
<b>Review: Local Highways and Streetscene</b>			
Community team implementation has stalled. Related ICT integration is subject to further delays and cost. The community team model has not yet begun to work as designed due to operative training, management and poor data collection and movement. Focus has shifted from getting the model working to immediate cost savings and working through backlogs.	Check		Poor weather over the last 6 months has greatly impacted the service as road surface badly deteriorated and time and budgets shifted to cope with demand.
<b>Review: Police (systems thinking work)</b>			
Redesign under way; draft version of what the future could look like was presented to SCT on 11 Feb and agreed in principle; mandate given for further development.	Redesign		Subject to mobile and remote working projects and to structure development in Police.
<b>Review: Starter-Changer-Leaver</b>			
Working with relevant services to produce a model to begin testing. Fed into e-form blueprint. Testing commenced.	Redesign		This took longer than anticipated due to some resourcing issues – currently resolved.
<b>Review: Troubled Families</b>			
Continued case tracking 16 families where children's cases went to Gateway panel in an attempt to identify some of the root causes of family issues. Mapping Domestic Abuse process from police to Children's Social Care as this is a known root cause for family issues. Understanding unit costs of CSC activities.	Check.		

<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 awaiting sign off	Sign-off	Mar 2014	No impact on delivery.
<b>Review: Benefits (Universal Credit/Welfare Reform)</b>			
Focus of the Benefits Review has shifted to long term sustainable solutions for joined up working with partner services (particularly Housing) and external organisations (particularly Housing Associations).  Currently working on the core Housing Benefit application assessment process which is moving into redesign.	Redesign	Mar 2014	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. The service should allocate resources to take the work forward more quickly: working with service management to plan greater service involvement.

<b>Review: Customer Access</b>			
Analysis of face to face channel at County Hall, Milford Street and Bourne Hill. Options for CH signage. Detailed data capture of post including costs. Demand capture on remaining areas: adult social care, Salisbury City Council. Continue presenting review findings.	Check	31/03/2014	Input to early work on single view of the customer. Collect front end data from leisure and library to feed into the future campuses coming online.
<b>Review: Disabled Children and Adults</b>			
Continuing progressing with implementation. Continuing development of Local Offer increasing with the focus now on health and preparing for adulthood.	Implementation.	September 2014	Further work required to confirm detailed processes. This is being managed within the SEND Service
<b>Review: Economy and Development Services (systems thinking work)</b>			
Develop an enlarged scope – integrated major development and Development Services within that.	Implementation/ Scoping	Feb 2014	Opportunities identified following discussions with staff at 3 day training.
<b>Review: Housing Allocations and Options</b>			
Further analysis of costs within the flow necessary. Value steps to be identified. Further work required with case histories. 'Purpose' to be approved. 'Measures' yet to be agreed.	Check	TBD pending meeting on 17 March	Resources will be required from the Housing team to continue work in 'check' and for progression into 'redesign'. Approval for this is required from the Head of Service.
<b>Review: Local Highways and Streetscene</b>			
Determine if opportunities for systems thinking work are available within the constraints of current operations of the service. ST work shifting from implementation of community team model to single loop improvements within the existing system.	Check	Mar 2014	In order to take this work forward, engagement with BBLP needs to take place, together with progress on ICT integration.
<b>Review: Police</b>			
Staged implementation beginning with one large policing area, in tandem with developing mobile technology to support new ways of working. Work will link with other key areas of Police	Redesign	Dec 2014	
<b>Review: Starter-Changer-Leaver</b>			
Applying costs to findings. Testing commenced on first workflow model engaging managers to help with this work. Pulling together findings from this.	Redesign/	30/04/2014	Focus has been on testing model so delay in looking at costings
<b>Review: Troubled Families</b>			
Analysis of families going through Gateway panel for themes and patterns. Specific analysis of Domestic Abuse notification and response processes. Costing of social services functions eg a Social worker home visit	Check	Mar 2014	All tasks continuing from last month. Scoping started in Children's safeguarding – these areas will connect.

## Dependencies / Interfaces

Title	Risk	Owner	Review Date	Comments
Preparations for Corsham Campus go live.		JR/HK	31/3/14	Programme plan being agreed across Transformation and operational workstreams, and with Corsham Transition Board / COB. Delivery of Customer Experience workstream on track for June/October transitional opening.
Single View of the Customer programme		JR	31/3/14	The IM side of the Customer Access Review, among other things. Joint with Health (at this stage – expect to include Police). Mobilising project team for initial development; progress on several fronts; awaiting date for first Programme Board meeting.

## 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.