

AGENDA

Meeting: **CABINET TRANSFORMATION COMMITTEE
(INAUGURAL MEETING)**

Place: **Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU**

Date: **Tuesday 22 October 2013**

Time: **2.00 pm**

Please direct any enquiries on this Agenda to Yamina Rhouati, 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-Philippe	Cabinet Member for Economy, Skills and Transport
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste

AGENDA

Part 1

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

1 **Apologies and Membership**

2 **Leader's Announcements**

3 **Declarations of Interest**

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

4 **Membership and terms of Reference** *(Pages 1 - 2)*

To note the Committee's membership and terms of reference.

To consider the following items which will be presented by the relevant Corporate Director and Cabinet member and the Service Director for Transformation:

5 **Principles of the Transformation Programme** *(Pages 3 - 6)*

6 **COB progress and timetable** *(Pages 7 - 12)*

7 **Update on the 3 Hub strategy** *(Pages 13 - 22)*

8 **Update on Wiltshire Council's systems thinking programme** *(Pages 23 - 28)*

9 **Standard Programme Template** *(Pages 29 - 34)*

10 **Forward work plan**

To consider themes which will then influence the development of a forward work plan.

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'.

PAPER ONE

Cabinet Transformation Committee

Membership and Proposed Terms of Reference

Membership

Cllr Jane Scott OBE	Leader of the Council
Cllr John Thomson	Deputy Leader and cabinet member for highways and streetscene and broadband
Cllr Jonathon Seed	Cabinet member for communities, campuses, area boards, leisure, libraries and flooding
Cllr Stuart Wheeler	Cabinet member for hubs, heritage and arts, governance (including information management), support services (HR, legal, ICT, business services, democratic services)
Cllr Dick Tonge	Cabinet member for finance, performance, risk, procurement and welfare reform

The Leader may nominate any of the remaining members of cabinet to serve on the committee as a voting substitute.

Other cabinet and non-executive elected members may attend meetings of the committee as relevant to the subject matter, but will not be entitled to vote.

Key strategic partners involved in the transformation programme, such as the Police and Crime Commissioner and the Clinical Commissioning Group, will be invited to nominate representatives to attend meetings of the Transformation Committee in a non-voting capacity.

Purpose

To discharge the executive functions of the council with regard to the implementation of the transformation programme.

The Transformation Committee will be responsible for all policy decisions relating to the implementation of the transformation programme, as agreed by the Leader.

The appointment of this committee will:

- increase political visibility, transparency and accountability in relation to the implementation of the transformation programme
- enhance the efficiency and effectiveness of the decision making process in this area
- facilitate increased partnership working with our strategic partners within the transformation programme.

The Cabinet Capital Assets Committee will be responsible for decisions that relate to the use of the Council's assets in relation to the delivery of the transformation programme.

Quorum

The Quorum is three members.

Frequency of meetings

Every two months on an alternating cycle with the Cabinet Capital Assets Committee.

Wiltshire Council

Cabinet Transformation Committee

22 October 2013

Subject: **Principles of the Transformation Programme**

Cabinet member: **Cllr Jonathon Seed, communities, campuses, area boards, leisure, libraries and flooding**

Key Decision: **No**

Background

In May of this year the Programme Office was part of the wider restructuring of the Transformation Service. The restructure involved:

- Taking on the project managers and service delivery responsibility for Wiltshire Police
- Increasing the capacity of the team from 32 to 58 staff, the final appointment to the structure was made on the 18th June and she joined the team on 16th September.

The Corporate Directors used the restructure as an opportunity to re-launch the Programme Office, focussing upon:

- A data capture of all programmes and projects across the council
- A clear and consistent model of support and governance
- A review of how progress is reported
- A clearer process for agreeing new programmes and projects

The deadline for the review's outcomes to be presented to the Corporate Directors was set for the end of September and is on course to be achieved.

Interim outcomes

Portfolio of Programmes and Projects

A full list of all projects to be managed by the Programme Office has now been completed; this comprises 103 'live' projects managed by the Programme Office. There are a further 21 projects are either at initiation stage, on hold or at completion. The Police portfolio of projects totals 71 with a further 12 having business cases prepared. Approximately 300 projects are listed on SharePoint, these are not currently fully managed by the Programme Office; the status of these is under review to understand if they are active and if so their progress. As an example 34 are

school-based capital programmes. Responsibility for these will transfer to Sarah Ward's team as part of the completion of the restructure of this area of the transformation team over the next two months and the voluntary redundancy process for existing DCE staff.

The phased transfer of projects from adult care to the programme office is currently underway. This will significantly improve our ability to integrate activity across the council and ensure we phase the requirements placed on key support areas such as Finance, HR and IT, across the entire programme and business plan period. This process will also happen over the next two to four months for a number of projects that have historically sat within Economy and Regeneration thus ensuring increased corporate visibility of this key area as identified in the business plan.

As part of the Medium Term Financial Strategy (MTFS) project, the wider list of programmes and projects is being actively reviewed by the Service Directors with advice and support from the Programme Office. The full list will be presented to the Corporate Directors at the end of September for final review and sign-off.

Reporting of Progress

A review of the current reporting process for all programmes and projects to the Corporate Leadership Team (CLT) and Corporate Directors is nearly complete. The draft proposal will be to provide a single highlight report that focuses upon key risks and issues associated with major projects that are being monitored at a corporate level. All projects and their current status will be accessible through SharePoint.

The Programme Office Risk Register has now been completed and will be reviewed monthly with the Director for Transformation and the Interim Service Director-Executive Services to ensure linkage to the corporate risk register. The same process will be followed with the Police through the Police transformation Board and the Deputy Chief Constable.

Programme and Project Support

Through discussion with services and teams across the council the Programme Office is developing three tiers of project management, with the working titles of 'skinny', 'half-fat' and 'full-fat' processes. The 'skinny' approach details the basic process and tools that must be used when undertaking a small-scale project. This will also cover the use of SharePoint's basic functionality, including document storage and reporting tools. The 'full-fat' version specifies the full end to end process along with a suite of templates for large scale projects and programmes. There will be a clear resource management requirement between the three levels of project management and the draw upon resourcing from other teams across the council. The basic support will involve that projects using the 'skinny' approach and that they should be self-contained and meet the gateway requirements.

Governance

The Officers' Transformation Board is likely to become the gateway for new programmes and projects. Agreement is needed around the criteria for approval of programmes and projects along with threshold for receiving and / or initiating new work. A small working group will be established to determine the gateway criteria. The draft criteria are:

Approval criteria:

- Must support the delivery of the council's Business Plan / OPCC Plan or is Government or legislative lead
- Is cost neutral or represents a cost reduction or has funding (capital and revenue)
- Is critical to the success of other activities

Projects that require less than 10 days of project management support and are under £30,000 would not need to be considered by the Officers' Transformation Board. Projects of this size or under would still need to meet the above criteria and outline business case.

Mark Stone
Service Director, Transformation

Report author

Ian Baker

Head of Programme Office

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Agenda Item 6

Wiltshire Council

Cabinet Transformation Committee

22 October 2013

COB progress and timetable

Project Name	Campus Programme		Project Manager	Lucy Murray Brown
Period Covered	From: 19 th August 2013	To: 20 th September 2013	Project Sponsor	Carlton Brand
Project Status			Budget Status	

Status Summary

Campus Programme
(including New Models of Delivery)

Programme Manager Lucy Murray-Brown

- Progress has been made within the large majority of work-streams during the last period.
- Commissioning & Models of Delivery remains amber due to lack of finalised timeline.
- The programme remains on track to deliver against all approved timelines and to develop those specifications where timelines are not finalised.

Key Issues

Issue	Management Actions	Review Date
Delivery of revised programme timeline	Discussion on key issues required at Board	14.10.13
Link between the campus programme and school strategy – those schools where significant pressure on numbers. Amesbury and Westbury immediate examples.	Discussion on key issues required at Board	14.10.13
Health engagement	Discussion on key issues required at Board	14.10.13
COBs securing local funding – approval to allow COBs	Discussion on key issues required at Board	

to investigate local forms of funding to cover some fit out (for aspirational items)		
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Key Risks

Risk	Impact	Score	Probability	Score	Score/ status	Mitigating Actions	Review Date
	Catastrophic	4	Likely	4			
	Minor	1	Unlikely	1			
Customer needs not met, staff expectations not met					Green 6 (3x2)	Project scoping document complete, service review framework in place, clear responsibility between workstream projects, project governance structure in place.	14.10.13
Potential reputational complications, potential risk to long term sustainability of service					Green 6 (3x2)	Project scoping document complete, service review framework in place, clear responsibility between workstream projects, project governance structure in place.	14.10.13
The failure of the shadow board arrangement, disputes over intricacies of arrangements and potential reputational complications					Amber 9 (3x3)	Programme governance in place, regular liaison with area boards, regular COB meeting, chair position reviewed if necessary, service and partner engagement workstreams in place, NDAs in place. ST review programme being scoped.	14.10.13
The shadow governance arrangements prevent constructive community involvement					Green 6 (3x2)	Project scoping document complete, service review framework in place, clear responsibility between workstream projects, project governance structure in place.	14.10.13
Prolonged timescale to programme delivery due to engagement with shadow committee, planning implications, lack of engagement with community etc					Green 6 (3x2)	Project scoping document complete, service review framework in place, clear responsibility between workstream projects, project governance structure in place.	14.10.13
Failure to maintain current momentum will result in lost cultural gains and a lapse in service performance.					Green 6 (3x2)	Strong focus on training and development via courses and participation in reviews. Broadening engagement with senior members and with finance and corporate programme.	

Progress on Key Activities:

Activity/Issue	Status Comments
Workstream: Amesbury	
COB preparing for the first consultation	Green, ongoing, COB in early phases COB participation low, requirement for additional members. LMB to liaise with AB around potential recruitment to COB.
Workstream: Bradford-on-Avon	
COB undertaking first consultation	Green, ongoing Particularly robust consultation
COB website in place	n/a
Service and partner engagement taking place	GP and local museum have confirmed interest in co-location on a single campus site
RSA engagement	COB taking part in the RSA-led engagement toolkit review – developing a toolkit to share around the COBs that looks at

	engagement, communication and consultation within communities
Workstream: Calne	
LC site in final design stages	Awaiting costing info
Finalising facilitating the planning application and build at the LC site	The format of the existing, inherited, leisure contract in place with the independent operator affords the operator a strong position around the approval to do works. WC position and approach on enabling the build (subject to planning) whilst protecting the Council's long term interest in the site is being developed.
BB site – identifying WC approach to TC request to sub-let part of the site to SFC.	The preferred approach to this request is being established
FA bid – approval secured to move to final funding stage	n/a
Workstream: Chippenham	
COB have agreed final working proposal	Single site campus at Monkton Park – all aspirations take into account the work being carried out to the office accommodation and the needs of the police.
AB to consider the working proposal early Oct 13	n/a
Ongoing engagement with Wiltshire College around potential co-location opportunities of some activities	n/a
Workstream: Corsham	
COB have been focusing on detailed design, engaging with services and primarily how the site will function	Specific area of work around the digital presence
Systems thinking reviews	Initial scoping of the proposed reviews, with an emphasis on co-location the services and the single point of contact
COB reviewing local funding opportunities for some fit out options	Funding the items that were reviewed during value engineering
Police working Group to meet – area of interest scoped	This is based on the core requirement docs the police have developed, to be used as a checklist at design stage.
Workstream: Cricklade	
Developing options with the Town Council to support the proposed consultation	n/a
Workstream: Devizes	
COB carrying out first round of consultation. Project in early stages	n/a
Engagement with Health and identifying the needs	CCG and GWH support the development of primary care facilities for Devizes and both have expressed interested in working with the COB to identify options and funding.
Workstream: Malmesbury	
AB approved the establishment of a COB, expressions of interest currently out.	n/a
Workstream: Marlborough	
Project due to be considered for implementation and the establishment of a COB 24 th Sept	Pending AB consideration

Workstream: Melksham	
COB working on detailed design through working groups	Various groups in place, encompassing all major users (clubs, partners, services etc) or design elements that need particular attention
Liaison with local residents around spec and pre-planning consultation	Early discussions with adjacent parties taking place prior to pre-planning consultation in November 2013
Partnership development and stakeholder development (e.g. GP, VCS, Police, user groups)	Engagement with the design process to ensure needs are met
On site investigative works (archaeology, ground, etc)	Near completion
Decommissioning of Melksham House	Site to close Jan 2014, staff consultation taking place, new facilities at Assembly Hall being spec'd
RSA engagement	COB taking part in the RSA-led engagement toolkit review – developing a toolkit to share around the COBs that looks at engagement, communication and consultation within communities
Football/Rugby proposals – now a single site proposal, initial designs agreed by clubs, FA support the funding bid.	Concept to go live at AB 9/10/13
Workstream: Mere/Wilton	
Project not established at Area Board level	n/a
Workstream: Pewsey	
RSA engagement	COB taking part in the RSA-led engagement toolkit review – developing a toolkit to share around the COBs that looks at engagement, communication and consultation within communities
Workstream: RWB	
Project at amber, awaiting guidance on delivery	n/a
Workstream: Salisbury	
Planning application in, awaiting committee date	Some challenges around access to site in planning terms but these appear to be resolved
COB focusing on detailed design and engagement with services	
Specification relating to LD requirements has been revisited	additional PC room to be provided
Sport England have raised questions about specification of ATP – written confirmation from them prior to application	Discussions ongoing – ATP can be delivered subject to planning but the configuration of the pitch on the site may allow for an additional future grass pitch if SE agree to the preferred pitch dimensions.
Workstream: Southern Area	
Local AB would like a discussion about establishing the project	Meeting planned
Workstream: Tidworth	
COB preparing for second round of consultation	
Site visits to existing service sites and partner sites	

(local schools)	
Negative engagement with the TC	The TC would prefer WC to contribute to a community hall project, on TC land, adjacent to the MOD site. Feedback from members was that the public consultation should continue as planned.
Workstream: Tisbury	
RSA engagement	COB taking part in the RSA-led engagement toolkit review – developing a toolkit to share around the COBs that looks at engagement, communication and consultation within communities
Consultation on take up of proposed business incubation units taking place - COB led.	n/a
Project moving into costing stage	Current scheme is over budget, VE list being developed, COB aware
COB working with on site stakeholders to develop partnership (large number of stakeholders, inc Wiltshire and Yeovil Colleges), wider working groups focusing on detailed design.	n/a
School use of facilities – on site school have raised concerns about the use of the tennis courts for replacement sports hall	Current facility used by school but does not form part of school area. WC response being developed based upon DFE input and future use of campus by school.
Workstream: Trowbridge	
RSA engagement	COB taking part in the RSA-led engagement toolkit review – developing a toolkit to share around the COBs that looks at engagement, communication and consultation within communities
AB approved scheme specification	WC to develop options for delivery – COB informed and work essentially on hold until options are ready for consideration.
Workstream: Warminster	
COB expression of interest out – due to constitute COB at next AB meeting	Initial consultation will take place winter 2013
Workstream: Westbury	
COB carrying out second round of consultation on 3 options – broadly status quo, dual site and new single site.	Latter only deliverable if existing sites could be disposed of.
RSA engagement	COB taking part in the RSA-led engagement toolkit review – developing a toolkit to share around the COBs that looks at engagement, communication and consultation within communities

Dependencies / Interfaces

Title	Status	Owner	Comments
Effective relationships with all programme workstreams	Ongoing	LMB	Being kept abreast of progress to ensure interfaces are identified and managed. Programme meetings in place (weekly).
Effective relationships with partners, communities, stakeholders and other external parties.	Ongoing	LMB	Being kept abreast of progress to ensure interfaces are identified and managed

Between COBs and projects	Ongoing	LMB	COBs chairs in place, due to be facilitated by the RSA through learning programme.
Any strategic contracts the Council may enter into (FM, services etc)	Ongoing	LMB	Monitored.

Budget

- 7 projects approved, all being delivered through build programme governance
- Remaining projects in development, approval for funding to be considered as per programme timeline

Wiltshire Council

Cabinet Transformation Committee

22 October 2013

Subject: **Three Hub Strategy**

Cabinet member: **Cllr Stuart Wheeler, Cabinet member for hubs, heritage and arts, governance (including information management), support services (HR, legal, ICT, business services, democratic services)**

Key Decision: **No**

Introduction

In 2009 Wiltshire inherited considerable estate that had lacked investment and was not fit for purpose. With a reducing workforce and a significant inherited maintenance backlog, a strategic decision was taken by Wiltshire Council to reduce and rationalise Wiltshire's estate. The savings from this approach would be direct protect frontline services and allow the refurbishment of state of the art accommodation providing efficient and effective services to the public of Wiltshire.

Why have a 3 hub strategy?

- To provide innovative agile space that improves and achieves better outcomes for staff and users of services.
- Customer in communities key to the location and agility of service delivery
- Using the workplace to drive service change away from silo thinking towards end to end process

What is it?

- Space predicated on the demand for services
- Maximise synergy between teams with customer focused outcomes
- Capitalises on lessons learnt from Bourne Hill and phase 1 County Hall

Where?

- Bourne Hill – Salisbury
- County Hall - Trowbridge
- Monkton Park- Chippenham

Principles of how we operate

Each hub will have:-

- Hot desk space
- VOIP Telephony and Lync technology
- Follow me printers
- Team Space allocation
- 2:1 desk ratio
- No ownership of desks
- Clear desk policy
- 1 Inr mtr of storage per desk
- Alternative break out space
- Variety of meeting rooms
- Kitchen/refreshment facilities
- Waste recycling

The Journey

The 3 hub strategy affords the organisation the potential to further enhance its culture by co locating teams together that will have the greatest impact for improved outcomes to customers. The opportunity to identify synergies within teams with the customer at the heart of those decisions will in turn inform the best hub location for services to operate from and afford further creativity for the design of future operating models of delivery.

The principles of how teams operate are clear and have been in place at Bourne Hill from 2011 and County Hall phase 2 since November 2012. Staff located at Monkton Park and those teams currently located in temporary accommodation i.e. Shurnhold and Eastwing have not had to embrace the new ways of working and in most cases the former building location will determine the different stages of development the teams will be at in embracing the new way of working. The new operating environment encourages teams to break down barriers and individual team silos, encourages greater understanding of roles from a customer perspective and subsequent end to end process in thinking through

Key organisational messages

The 3 hub strategy affords the organisation the opportunity for management to take responsibility for the moves and support staff through the change. Enforcing the importance of adopting the agile ways of working, including Paper'less', bringing their teams up to the same standard both individually and geographically ultimately providing a consistent service across all service hubs and access points.

Hub Occupation timeline

The opening of old county hall phase 2 will take place during November 13 and run in parallel with the occupation of teams from various sites into either County Hall or Monkton Park.

The physical move of staff from Monkton Park commenced in July 2013 and will be completed in March 2014. The Transformational change team are seeking to avoid duplicate moves of teams but this will not be possible in all cases. The audit of staff from various localities will inform the options appraisal that will be presented to the Corporate Leadership Team on 14th October. Depending on the option agreed a rolling programme of moves of teams from larger locations i.e. Shurnhold in Melksham, Eastwing site in Trowbridge, Bewley House in Chippenham and Hopton units in Devizes will commence in December through to Summer 2014.

The new primary data centre is now complete in phase 2 county hall and the Council will have full fail recovery between the Trowbridge location and our secondary data centre in Monkton via full server virtualisation in the event of an incident.

The Civic corridor will be the first floor to be occupied in old county hall during November 13 in advance of the Full Council meeting on the 12th November 13. This floor will contain the Leader, Cabinet, Group Leaders, High Sheriff and associated support staff. The Corporate Director along with those appointed as part to the new senior management restructure will also be assigned dedicated space and are due to visit their proposed location on Monday 30th September 13.

Meeting rooms

During phase 2 of County Hall a number of meeting rooms will come into use to further enhance service delivery with the use of Pratchett and Wren rooms for dedicated child protection conferences. The former leaders room will become a dedicated space for CLT meetings with four refurbished committee rooms available for use from 11th November 13.

Key variables

- Impact of audit affected by VR process on future allocation of team space
- Impact of VR process on key management post in owning the 'way we work'
- Awaiting definition of service area and numbers of staff that will constitute the new Executive office
- Await outcome of operation 'big shed' for the storage of excess team files and equipment.
- The opportunity exists for the removal of the currently designed reception area for the registrar service. (see *note 1* below)

Note 1: The design of phase 1 county hall included a separate reception from the main reception as the customer access strategy and thinking at that time felt the uniqueness and sensitivities of this service with the public coming into register births, deaths and marriages warranted this, the operation of Snuff Street is tending to demonstrate this distinction is unnecessary.

Recommended:

That the report be noted.

Remaining Office Based staff locations to be addressed by three hub strategy.

Site ref	Building	Owned/Lease	Annual cost	Anticipated closure date
U01580S1A	Amesbury Boscombe Down Business Park 1a Mills Way.	L 6 month break clause	TBC	May-14
U01596S1A	Chippenham Bewley House	Leased	TBC	Terminates 28/2/20. No Break
U01597S2A	Devizes Beacon Business Centre C4/C5	Leased	32,617.59	Summer 2014
U40001S3A	Devizes Browfort The Lodge	Owned	58,462.90	Dec-13
U40001S6A	Devizes Homes @ Kennet - Yew Trees.	Owned	36,500.00	Team located to Amsbury Police station. On market
U40001S4A	Devizes Register Office The Beeches	Owned	25,487.11	Dec-13
U40001S5A	Devizes The Cedars C&F, Child Care&Health	Owned	58,245.75	Mar-14
U01400S1A	Melksham Bowerhill Professional Develop	Owned	25,487.11	Dec-13
U01242S1	Melksham Shurnhold Office	Owned	134,781.04	Mar-14
U01364S5A	Trowbridge Chapmans	Owned	22,992.52	Summer 2014
U01364S2A	Trowbridge County Hall - East Wing	Owned	76,020.01	Summer 2014
U01364S7A	Trowbridge New Brook House	Owned	51,906.52	Summer 2014
U01364S6	Trowbridge Old Brook House	Owned	32,631.46	Summer 2014
	Trowbridge Newbury House	Leased	TBC	

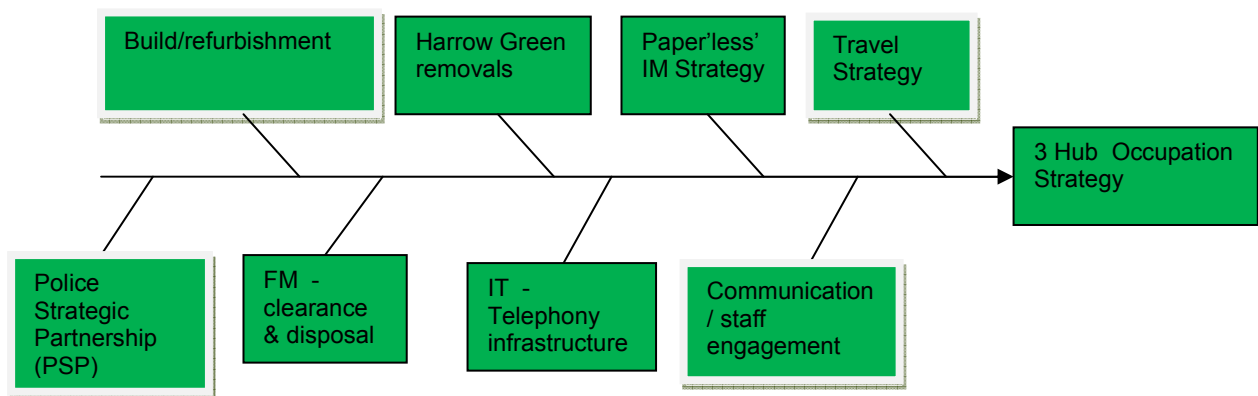
TBC Running costs will have been affected by recent staff moves and changes
 Note There are some locations, such as Court Mills in Trowbridge, where some office based staff v to ensure the smooth operation of the building prior to a Trowbridge Campus

will

Update on the Three Hub Strategy

Project Name	3 Hub Strategy		Project Manager	Julie Anderson-Hill
Period Covered	From: 20 th August 2013	To: 20 th September 2013	Project Sponsor	Mark Stone
Project Status			Budget Status	

Status Summary



The 3 hub occupation strategy is on schedule to meet projected timescales taking into account the 2 week build delay that has now been incorporated within the overall programme of work. The effect of VR on individual teams is having an impact on data collection with follow up and reminders sent to identified teams along with designated space in old county hall now allocated for MASH and CLT affecting overall figures. The options appraisal to be presented to CLT as previously agreed in October 2013. On approval of the preferred option by CLT the programme of engagement will commence and be communicated to teams.

- Progress has been made within each workstream during the last period.
- A two week delay within the build workstream on release of the building for occupation will not impact on the occupation plan as mitigation had been previously built in.
- All risks are being managed effectively with key issues being the relocation of central copying unit and a suitable location for external storage.
- The project remains on track with the hubs repopulated by the end of the financial year March 2014.

Key Issues

Issue	Impact/status	Management Actions	Review Date
Relocation of central copying from	Amber	Working with Build Teams and budget holder	25.09.13

Shurnhold to County Hall (OCH basement)		to develop a plan to relocate copiers and guillotine	
Long term information management storage area yet to be identified to support 3 hubs	Amber	Working with property to help identification and procurement of suitable IM store to enable further building disposals	14.10.13
Dedicated space allocated for the implementation of MASH with partner organisations	Green	Space predicated on individual ownership of desks resulting in an impact to overall numbers of staff working from County Hall on completion of phase 2	

Key Risks

Risk	Impact	Score	Probability	Score	Score/ status	Mitigating Actions	Review Date
	Catastrophic	4	Likely	4			
	Minor	1	Unlikely	1			
Projected build times not met					Green	Working closely with Build team to confirm progress. Two week delay factored into occupation plan	14.10.13
IT/Telephony/Furniture infrastructure not in place					Amber	Working with Programme Office ,ICT & FM etc to manage process for installation	14.10.13
Audit of staff for options appraisal not accurate					Green	Working with teams post VR exercise to provide accurate lists of team information	14.10.13
Staff not culturally prepared for move					Green	Engagement sessions ongoing through various forums and individual teams, working with engagement leads to create positive 'do-with' culture	14.10.13
Front line service impact from move					Green	Working with teams to ensure scheduled moves complement service delivery and key operational events	14.10.13

Progress on Key Activities:

Completed in This Period			
Activity	Date complete	On time /late/early	Comments
Workstream: Build/Refurbishment			
Working with Build Teams to ensure floor design meets new way of working	17/09/13	Ongoing	Floor design continually improved following ongoing dialogue with teams and service specifications
Workstream: IT/Telephony			
IT infrastructure ready for moves	Ongoing	ongoing	Close working with IT to correlate moves programme with IT readiness. Service specifications identifying unique requirements
Lync	ongoing	ongoing	Development opportunity for capturing the extent of use individuals and teams
Workstream: Accommodation			

Safeguarding Team	July 13	On time	Shared team space allocated within Amesbury police station
Identifying dedicated space for 3500 staff	Ongoing	ongoing	Working with Senior mgt to identify permanent location of staff post refurbishment of MP and County Hall phase 2
Storage requirements met for	ongoing	On Time	Working with teams and property to enable seamless transition
Workstream: Communications			
Working with communications to support staff in smooth transition and onward transformation	ongoing	On Time	Dedicated communications resource identified and communication plan identified
Engagement leads identified and confirmed	04/09/13	Late	VR affecting some areas reminders sent out
Monthly Managers forums	Ongoing	ongoing	Increased awareness of timescale and culture behaviours required for working in the new hubs
Workstream: Paper'Less'			
Ongoing dialogue with teams on file retention. Alternative ways of providing their service with exploration of solutions	Ongoing	ongoing	Teams key messages on file retention, use of technology, looking at paper from a customer's perspective, electronic/digital at source

Dependencies / Interfaces

Title	Risk	Status	Owner	Review Date	Comments
System Thinking reviews	Green	Ongoing	J Rogers	Ongoing	Being kept abreast of progress to ensure interfaces are identified and managed
Campus Programme	Green	Ongoing	L. Murray Brown	Ongoing	Being kept abreast of progress to ensure interfaces are identified and managed. Ensure learning from library, customer service, benefits and housing teams
Strategic Police Partnership	Green	Ongoing	J. Anderson-Hill	Ongoing	Being kept abreast of progress to ensure interfaces are identified and managed
Revised operating model RSA	Green	Ongoing	L. Murray Brown		New operating model being developed. Learning taken from police partnership at Monkton Park

Budget

Reference	Status	Actual	Commitment	Projected	Comments
Staffing	Green	£	£	£	Staffing costs identified and agreed for each partner organisation. Further discussion required on MASH manager position
Accommodation	Amber	£	£	£	MASH costs currently being identified now that office layout has been selected
IT	Amber	£	£	£	MASH costs in progress of being identified. £10k for video conferencing facilities to be provided by police

Harrow Green	Green	£80,000		£160,000	Procurement exercise completed
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Recommendations and Requests for Decisions or Support

The Board is asked to consider and provide clarity on the identified key issues being:

- Scope of Executive office function in relation to the totality of future team size and location
- Option of single reception desk in the atrium to replace the planned split between Reception and Registrars
- Adult learning disability service located at County Hall prior to Campus development

Roadmap

Key milestone dates

Description	Target Date	Achieved Date
Safeguarding move Amesbury Police Station	Aug 1 st 2013	August 1 st 2013
Move Contract Tendering Exercise	Jan – Sept 2013	Sept 2 nd 2013
Develop proposals for Travel Policy	Jan –Sept 2013	Oct - 2013
Audit of teams in buildings	Apr- Sept 2013	
Monkton Park Floor 3 transitional reoccupation	Oct 10 th 2013	
CLT presented with 3 hub options appraisal	Oct 14 th 2013	
County Hall first floor Reoccupied	Nov 5 th 2013	
Full Council meeting with public	Nov 12 th 2013	
Floor 2 Monkton Park transitional reoccupation	Nov 28 th 2013	
Communication Plans Delivery (including Engagement Sessions)	Oct 2013	
Paperless governance structure created	Oct 2013	
Closure of Shurnhold Melksham	Mar 2014	
Closure of Eastwing site and complex	Summer 2014	

PAPER 11 - Systems Thinking – developing the forward programme

1. Introduction and programme context

The Systems Thinking programme is an integral part of the way that the Transformation Service delivers the council's Business Plan 2013-2017 including making savings of £120m and enabling effective partnership service delivery. All the delivery work in the draft systems thinking programme is tied to the six key outcomes in the Business Plan – the “golden thread”.

Strong and resilient communities can be identified by our six key outcomes:

1. People in Wiltshire work together, solve problems locally and participate in decisions that affect them
2. Everyone in Wiltshire lives in a high quality environment
3. Wiltshire has a thriving and growing local economy
4. Wiltshire has inclusive communities where everyone can achieve their potential
5. People have healthy, active and high quality lives
6. People feel safe and are protected from avoidable harm

2. Programme summary

The Systems Thinking programme is determined by the Corporate Directors in line with the council's Business Plan 2013-17. The programme covers all systems thinking work across the council and associated work by our partners. The programme is grouped into eight inter-linked themes, which are mapped to the six Business Plan outcomes.

Each theme contains several reviews, some large and some smaller, and delivered over varying timescales; each theme is led by a senior member of the Systems Thinking team.

2.1 Customer access (Outcome 4/enables all outcomes)

This theme covers all customer contact channels (face to face including reception, telephony, web, social media, and paper) across all services. The theme will focus on improving face to face services in hubs (including reception) and developing our face to face service for campuses, and on digital service delivery via web and social media. In addition, we will work across all service areas on their telephony delivery, starting with high volume services. This review will balance the opportunities for developing community resilience and diversity through high footfall in campuses with the customer demand for and potential cost efficiencies of telephony and digital services. Effective transactional services on low cost channels will help to create capacity for more inclusive services to vulnerable people. A redesign of the Customer Services function and its offering, as well as reception functions will also be an element of this theme.

2.2 Communities and campuses (Outcomes 1, 4)

This theme covers all aspects of service delivery through and associated with campuses. This theme will ensure that services are responsive and tailored to communities, are effectively delivered locally, and work well with community-led management. This complements the front desk / face to face work in the customer access theme and is integral to the redesign of end to end services accomplished through the other themes. Like the customer access theme, this is cross cutting with all service redesign, including with our partners. Other areas in this theme include work with democratic services, and strong links with the next theme, notably integrated major development of communities.

2.3 Business, economy, and environment (Outcomes 2, 3)

This theme covers strategic development in and with communities, development services, economy and regeneration, business as our customer, transport and environmental services. Key reviews will include integrated major development (the recently extended scope of the Development Services review) and household waste collection.

2.4 Health and wellbeing (Outcome 5)

This theme covers all aspects of public health, physical wellbeing, health promotion, and service provision; the business plan states that there will be integration of public health into all council

services. The main current review is of leisure services, and we anticipate development of work via CCGs, and linked to adult social care.

2.5 Children (Outcomes 4, 5, 6)

This theme covers and links all our work with services to and for children. This currently ranges from Disabled Children and Adults (SEND), to Referral and Assessment/MASH, to SEN transport. The key new review is of our service to Complex Families; scoping this review has begun.

2.6 People who need help, support, or protection from harm (Outcome 6)

This theme covers our safety-net services and all services which provide help and support, especially vulnerable people. It includes benefits and housing, and will include a wide range of adult social services including information and advice, targeted support, and protection of vulnerable people.

2.7 Victims of crime and antisocial behaviour (Outcome 6)

This theme covers all aspects of responding to victims, preventing and detecting crime, and criminal justice and offender management processes. This includes county-wide and neighbourhood/community-based delivery teams. There are key links to safeguarding adults and children, to complex families, to the Customer Access theme and to the Communities and campuses theme.

2.8 Corporate and enabling services (enables all outcomes)

This theme covers all corporate and enabling activity, notably HR, IS, finance and FM. The main review in this area is the integrated Starter-Changer-Leaver process; the FIT programme and the Council-Police partnership mini-reviews will also be handled within this theme. A common aspect of most reviews is that of effective flow of information management and while not a review, work to support this is an important element of our delivery.

3. Systems Thinking Programme – development and sign-off

The proposed programme is primarily derived from the views of the corporate directors, the draft Business Plan, and the Police Strategic Partnership. We have met all the corporate directors and many of the current service directors during June-September. We have also discussed the draft programme with colleagues in Transformation. Further ideas have also come from the Systems Thinking team, at the request of the Transformation Director.

The reviews in the draft programme will accurately cost the system that delivers to customers and will determine how the system can be designed to increase value from that system and ensure cost-effective delivery. At each key stage of a review a corporate director-level gateway will determine the balance of improvement/savings for the focus of the review. The systems thinking programme is also integrated with the current activity on the MTFSP. A subgroup of service directors will provide robust challenge and testing of potential savings from the systems thinking programme, with the support of finance analysts.

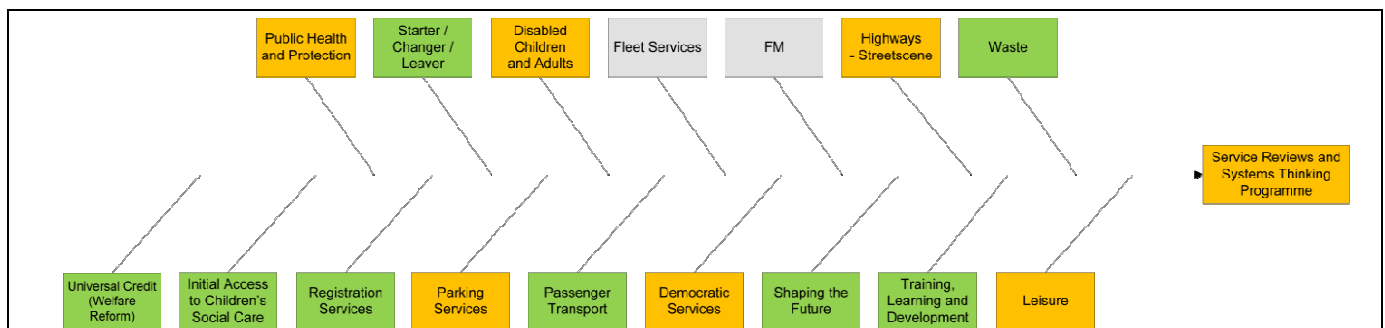
The draft systems thinking programme is with the corporate directors for conclusion and sign-off; we expect that this will be completed by the end of September 2013.

John Rogers
Head of Systems Thinking and Customer Access
21 September 2013.

Update on Wiltshire Council’s Systems Thinking Programme

Programme Name	Systems Thinking Workstream, Transformation		Workstream Manager	John Rogers
Period Covered	From: 19 th August 2013	To: 20 th September 2013	Workstream Sponsor	Mark Stone/Corporate Directors
Programme Status			Budget Status	

Status Summary



- The forward programme is being developed and confirmed at present. At the same time, delivery continues and also some preparatory work is being done for reviews likely to be signed off by Corporate Directors (eg in welfare reform, in campus preparations and in customer access). The permanent team was recruited in June and went through induction from mid July to early September. All team now working on reviews.
- Systems thinking training workshops (3-day immersion workshops) were delivered in late August and early September, bringing the total number of people having gone through the training to 569. This includes 88 people from Police. In September, three senior managers from Swindon Borough Council took part.
- There are two other elements of the systems thinking programme which are integral parts of major programmes (Police Strategic Partnership (PSP), and Development Services Transformation Programme (DSTP)); these programmes have their own reports and fishbones and the relevant systems thinking work is reported on those.
- However, they are taken account of in determining the systems thinking workstream’s status; systems thinking work is green in PSP, and amber in DSTP.
- The seven major reviews which we use to determine workstream status are: Development Services, Disabled Children and Adults, Initial access to Children’s Social Care, Leisure, Local Highways and Streetscene, Police, and Starter Changer Leaver. Of these, three are green and four are amber.
- The four amber reviews are amber due to local factors; we are taking action to address each and expect an early return to green status in each case. . 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
Workstream: Programme Management			
Development of forward programme	Draft		With Corporate Directors for sign off.
Review: Development Services Transformation Programme (systems thinking work)			
Review of progress to date (programme wide). Board agreed to enlarge scope of the review work. Customer feedback process development in Building Control.	Implementation; (Scoping)		Amber due to: impact of DPIT work on available capacity; desire to coordinate implementation of improvement work with DPIT go-live; re-scoping of review to create an integrated major development lifecycle.
Review: 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. Work underway to address resourcing.
Review: Initial access to children's social care			
Working to remove the wrong kinds of incoming calls through social workers encouraging direct calls from clients, by updating web information, and by engaging with referring agencies.	Implementation		Calls for August – initial data shows a 50% reduction in call volumes compared with this time last year. Web content and navigation under development.
Review: Leisure			
Designed next stage of review work – review of service demand and processes in Five Rivers Leisure Centre.	Check		Amber due to delays securing necessary support from Finance and overall slow down due to the need to coordinate the work with the campus development programme.
Review: Local Highways and Streetscene			
Reviewed with BBLP what systems thinking work by them is outstanding at this stage. Community teams implementation continues, as does related ICT and	Implementation.		Amber due to pace of implementing community teams delivery model, and ICT and telephony work.

telephony work.			
Review: Police (systems thinking work)			
Reviewed and grouped (type) 6,000 items of demand from all main channels. Begun demand capture in Neighbourhood Policing Teams. Mapping flows and analysing outcomes using case records.	Check.		
Review: Starter-Changer-Leaver			
Leaver stage e-form developed. IT teams developing and testing improved processes. Opportunity analysis for starter stage work.	Redesign/ Check.		

Scheduled For Next Period (Including carried forward)			
Activity	Stage	Date due	Comments\Planned Actions\Reason for carrying forward
Workstream: Programme Management			
Development of forward programme	Sign-off	30/09/2013	Draft programme with Corporate Directors for sign-off.
Review: Development Services Transformation Programme (systems thinking work)			
Develop an enlarged scope – integrated major development and Development Services within that. Complete customer feedback process work in Building Control.	Implementation; (Scoping)	ongoing	
Review: Disabled Children and Adults			
Continuing staff consultation and progressing with implementation.	Implementation.	ongoing	
Review: Initial access to children's social care			
Work continues on improving the incoming calls mix and on web development.	Implementation.	ongoing	
Review: Leisure			
Five Rivers review work to commence once approved.	Check.	31/10/13	
Review: Local Highways and Streetscene			
Revising process maps in BBLP environment.	Implementation.	30/11/13	
Review: Police			
Begin quantitative demand capture. Continue NPT demand capture. Continue case study analysis. Begin review work on lost property process.	Check.	ongoing	
Review: Starter Changer Leaver			
Leaver e-form test and sign-off. Starter blue-printing workshops; development work on starter e-form. IT process development continues.	Redesign/ Check	ongoing	

Dependencies / Interfaces

Title	Risk	Owner	Review Date	Comments
Preparations for Corsham Campus go live		JR	31/10/13	Work to define a programme has begun with other Transformation workstreams, with related reviews, and with Corsham COB.

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.

Agenda Item 9

Standard Programme Template

To consider and seek the Committee's views on using this example used for the systems thinking programme as a standard programme template.

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