Wiltshire Council

Where everybody matters

AGENDA

Meeting:	**CABINET TRANSFORMATION COMMITTEE**
Place:	Kennet Room - County Hall, Trowbridge BA14 8JN
Date:	Tuesday 18 March 2014
Time:	<u>3.00 pm</u>

Please direct any enquiries on this Agenda to Yamina.Rhouati, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718024 or email Yamina.Rhouati@wiltshire.gov.uk

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

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

Membership:

Cllr Jane Scott OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services)

Partner Representatives (non-voting):

Angus Macpherson	Police and Crime Commissioner
Patrick Geenty	Chief Constable
Deborah Fielding	Clinical Commissioning Group
Dr Stephen Rowlands	Clinical Commissioning Group

Substitutes:

Cllr Keith Humphries	Cabinet Member for Public Health, Protection Services, Adult Care and Housing (exc strategic housing)
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philipe	Cabinet Member for Economy, Skills and Transport
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste

AGENDA

Part 1

Items to be considered when the meeting is open to the public

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

1   **Apologies and Substitutions**

2   **Minutes of the previous meeting** *(Pages 1 - 4)*

To confirm the minutes of the meeting held on 17 December 2013.

3   **Leader's Announcements**

4   **Declarations of Interest**

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

5   **Public Participation**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on Thursday 13 March 2014. Anyone wishing to ask a question or make a statement should contact the officer named above.

6   **Transformation and Health** *(Pages 5 - 10)*

Report by Maggie Rae, Corporate Director

7   **Project and programme highlight report** *(Pages 11 - 22)*

Highlight report on projects and programmes by Ian Baker, Head of Programme Office

8   **Systems Thinking Programme Highlight Report** *(Pages 23 - 28)*

Highlight report on the systems thinking programme by John Rogers, Head of Systems Thinking & Customer Access

9   **Agile working**

A presentation from Julie Anderson-Hill, Head of Transformational Change which illustrate the benefits of our partnership working with the Police.

10   **Urgent Items**

Any other items of business that the Leader agrees to consider as a matter of urgency.

Part II

Items 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'.

Wiltshire Council
Where everybody matters

CABINET TRANSFORMATION COMMITTEE

MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 17 December 2013.

Cllr Jane Scott OBE	Leader of the Council
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)
Cllr Keith Humphries	Cabinet Member for Public Health, Protection Services, Adult Care and Housing (exc strategic housing)

Also in Attendance:	Cllr Fleur de Rhé-Philipe
	Angus Macpherson, Police and Crime Commissioner
	Cllr Allison Bucknell

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

12   Apologies and Substitutions

Apologies were received from Dr Steven Rowlands, Deborah Fielding, Chief Constable Patrick Geenty and Cllr Johnathan Seed.

Cllr Humphries substituted for Cllr Seed.

13   Minutes of the previous meeting

Resolved:

To approve as a correct record and sign the minutes from the meeting held on 22 October 2013.

14   Leader's Announcements

There were no Leader's announcements.

15   **Declarations of Interest**

There were no declarations of interest.

16   **Project and programme overview**

Ian Baker, Head of Programme Office presented the programme office overview.

He explained that programmes and projects were derived from both the Wiltshire Council's business plan and the Wiltshire Police delivery plan. In total there were currently 214 projects.

When asked how projects and programmes were prioritised it was explained that new projects are assessed in terms of fit with the Council's business plan. Prioritisation for new projects takes place between the project sponsor, transformation team and corporate directors.

The challenges faced in the coming year were recognised and being reflected in the portfolio, with the focus being on areas with the most gain and what could be delivered in terms of capacity within the organisation.

Project Sponsors receive monthly reports through the respective project boards, Sharepoint's project provide information on all live projects. A summary Highlight report is provided to corporate directors and the senior corporate team monthly with a programme summary.

The police portfolio was fully funded by the Police and Crime Commissioner, and where the Commissioner was investing showed long term savings for both organisations.

A review of the programme had shown that 96% of current projects could not be stopped without cost.

17   **Systems thinking review presentation**

John Rogers, Head of Systems Thinking and Customer Access introduced Tamsin Stone - Commissioning and Performance and Heather Lovelock - Systems Thinking, who gave a presentation on 'The front door to Children's Social Care – a Systems Thinking Review'

The review identified the customer purpose for the Referral and Assessment eamt as "Keep me safe". The analysis found that actual contacts (4000+/month) were four times the recorded contacts (1,000/month), and that of the actual contacts, 8% resulted in a referral for assessment, whereas 59% were for continuing contacts ie by people who had already been assessed and were receiving support. In addition, the helpful team was being submerged under requests for help from a wide variety of organisations.

Following changes to process and the website, and communication, incoming contacts dropped by 55% and 32% of the incoming calls concerned the need for an assessment. The review team also considered and scoped options for wider improvements, including the phased implementation of a Multi-Agency Safeguarding Hub (MASH) with the UK's only fully functioning IT suite.

The Police and Crime Commissioner, Angus Macpherson, would commission research of a joint 101 plan in Wiltshire.

18   **Transformation and Health**

Maggie Rae, Corporate Director noted the apologies from the CCG partners and future meeting date clashes. Future meeting dates have been changed to enable partner attendance. She explained that health was not one unified organisation but had many dimensions such as NHS England, Royal United Hospital, Clinical Commissioning Group, Avon and Wiltshire Partnership and GP practices.

A paper being brought to the next meeting would propose the set up of a Health sub-group to look at integration and asset sharing for sustainability of level of service. There would be a dedicated position on Health Transformation.

19   **Urgent Items**

There were no urgent items.

(Duration of meeting: 1.30 - 2.36 pm)

These decisions were published on the 9 January 2014 and will come into force on 17 January 2014

The Officer who has produced these minutes is Kirsty Butcher, of Democratic Services, direct line 01225 713948 or e-mail kirsty.butcher@wiltshire.gov.uk
Press enquiries to Communications, direct line (01225) 713114/713115

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Wiltshire Council

Cabinet Transformation Committee

18 March 2014

Subject: **Transformation and Health**

Cabinet member: **Councillor Keith Humphries, Public Health, Protection Services, Adult Care and Housing**

Key Decision: No

Executive Summary

The government's reforms of the health service have presented new opportunities for placing patients at the centre and integrating health and social care around them. As GPs approach their first anniversary of working together through Clinical Commissioning Groups, the Care Bill is set to introduce radical changes to the way in which councils deliver social care.

The Cabinet Transformation Committee is now attended by partners from the health sector as well as the police and at its last meeting agreed to receive a paper on the establishment of a working group, chaired by Maggie Rae, to develop a strategic framework for engaging health partners in hubs, campus developments and future estates management.

This paper sets out proposals for the composition of the working group.

Proposal

That the Committee agrees to invite a range of health partners to take part in a working group to develop a strategic framework for engaging health partners in hubs, campus developments and future estates management.

Reason for Proposal

The development of community campuses across Wiltshire offers opportunities to transform the delivery of health and care services. A strategic framework for engaging health partners in campus developments and estates management will mean that Wiltshire can make the most of the opportunities to work more closely with our health partners.

The purpose of this paper is to ensure we are working with the right health partners to deliver the right outcomes from campuses to the people of Wiltshire.

Maggie Rae, Corporate Director

Wiltshire Council

Cabinet Transformation Committee

18 March 2014

Subject:	**Transformation and Health**

Cabinet member: Councillor Keith Humphries, Public Health, Protection Services, Adult Care and Housing

Key Decision: No

Purpose of Report

1.   To outline the suggested next steps in the development of a strategic framework for engaging health partners in campus developments and estates management.

Background

2.   The development of the Strategic Partnership with Wiltshire Police and the Office of the Police and Crime Commissioner has demonstrated that there are a range of areas for cooperation that could be explored with other public service partners.

3.   The Strategic Partnership with the Police has already delivered:
- Co-located neighbourhood policing and response teams based in Monkton Park.
- The development of campus designs incorporating Neighbourhood Police Teams
- The development of an estates strategy for the approval of the PCC and the Chief Constable
- Co-location of staff in Multi Agency Safeguarding Hubs (MASH)
- A jointly funded Transformational Change team
- A joint IT solution that enables access to services across both estates.
- A joint systems thinking team with three full time staff seconded from the Police.
- A single, jointly funded Programme and Project Management team for both organisations following the transfer of OPCC staff to Wiltshire Council.

Health Context and Main Considerations

4.   There are a large number of health bodies operating in Wiltshire which may be relevant to the development of a framework for strategic engagement in campuses and estates management. These include:

- NHS Wiltshire Clinical Commissioning Group (CCG)
- NHS England (Local Area Team)
- NHS Property Services (known as PropCo)
- GP Practices where relevant
- Public Health England (Area Team)
- Avon and Wiltshire Mental Health Partnership
- The Acute Hospitals and Community Hospitals

5. The CCG is close to finalising a five year strategic and two year operational plan, which will include a vision for the future of primary care in Wiltshire consistent with a National Primary Care strategy being developed, as part of the NHS 'Call to Action'. This is due for consideration by the Health and Wellbeing Board shortly. Within this there is consideration of how access to services in the community can be improved.

6. There is a national mandate to deliver fully integrated services by 2018 (reinforced by legal duties) and a Better Care Plan has been developed, which will deliver 7-day working in health and social care to support patients being discharged and prevent unnecessary admissions at weekends; as well as a joint approach to assessments and care planning. Proposals for the use of the Better Care Fund will be finalised soon. Wiltshire Council social care teams are already based in the acute hospitals to help plan a smooth discharge of patients.

7. Joint commissioning arrangements have been developed drawing on the evidence set out in the Joint Strategic Assessment and the priorities in the Joint Health and Wellbeing Strategy. The Children's Trust has a well established commissioning executive with shared council and CCG funding as well as support staff. In adult social care the Joint Commissioning Board has delivered:
    - The drafting of a formal Joint Business Agreement, to cover joint arrangements between the Council and the CCG.
    - The development of proposals for joint commissioning arrangements for mental health services, with Wiltshire Council staff hosted by the CCG.
    - The development of proposals for joint commissioning arrangements for learning disabilities services, hosted by the Council, with proposals coming back to the HWB in early 2014.
    - Proposals for a Community Transformation programme

8. Work on the Community Transformation programme with the Clinical Commissioning Group (CCG) aims to deliver integrated services closer to where people live. Plans are developing for service delivery to be concentrated around 23 local clusters of GP practices with increasing alignment between primary care, community health services and social care around these clusters. These align with the council's community areas and community campus model.

9. The CCG and individual GP practices are in early discussions with the council concerning integration of health care facilities within the community campuses, as plans develop locally (e.g. Melksham, Bradford on Avon). The CCG also work closely with both NHS England and the Communities Services estate and have offered their help in facilitating discussions at a strategic level on estates management and ensuring local engagement.

10. The fragmented nature of ownership of the health estate in Wiltshire and the development of Community Campuses (co-produced with the local community) means that now is a good time to consider the development of a strategic framework for engaging health partners in campus developments and estates management. The framework could set out ways in which Community Operations Boards could engage health partners in a systematic way across the whole county, as well as the other mechanisms that may be necessary. The suggested representatives for a working group are shown below, in addition to Maggie Rae as chair.

NHS Wiltshire Clinical Commissioning Group (CCG)	Simon Truelove, Chief Finance Officer
NHS England (Local Area Team)	Debra Elliott, Area Director
NHS Property Services (known as PropCo)	Harold Caldwell, Area Manager
GP Practice Managers where relevant	TBA
Avon and Wiltshire Mental Health Partnership	Dr Julie Hankin, Chief Executive
Representative of Acute Hospitals and Community Hospitals	Howard Jones, Estates Director (Royal United Hospital) Nerissa Vaughan, Chief Executive (Great Western Hospitals) Laurence Arnold, Estates – (Salisbury Foundation Trust)

Safeguarding Considerations

11. Multi Agency Safeguarding Hubs, which co-locate relevant police and health staff, remain a commitment of the council, with technology enabled across agencies.

Public Health Implications

12. The focus of public health in prevention of ill health continues to deliver benefits to the population and helps reduce pressure on health and social care services. Opportunities for inclusion of appropriate early intervention and preventative services will be considered as part of the development of campus development.

Climate Change Implications

13.   Ensuring the most efficient use of public sector estate and technology will help to lower carbon emissions within the county. On the other hand, the council's carbon footprint and associated liabilities under the Carbon Reduction Commitment will increase from multiple and more intensive use of council buildings.

Risk Implications

14.   The risks associated with any specific proposals will be identified through the work of the working group.

Finance Implications

15.   There are significant financial challenges facing the council and other public services and this means working together to reduce costs is a priority. At this early stage it is not possible to provide estimates of the financial costs or benefits of working together with partners. The financial impacts will become clearer as the work progresses and will be fully appraised during the next phase of Campus modelling and delivery.

Relevance to the Council's Business Plan

13.   The Business Plan states: "We will deliver a joint transformation programme across the whole council with the police and extend this to include other public and voluntary sector bodies throughout Wiltshire".

Conclusions

14.   The establishment of a working group with the health partners listed above and chaired by Maggie Rae will be a timely development and ensure that a strategic framework for engaging health partners in campus developments and estates management across the county is in place. The working group can benefit from the support of the Transformation team who will develop a project plan for taking forward the work.

Maggie Rae
Corporate Director

Report Author: David Bowater, Senior Corporate Support Officer

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# Wiltshire Council and Programme Office Highlight Report

Head of Programme Office: Ian Baker	**Period covered**: February 2014

Dashboard

Wiltshire Council	
Total Wiltshire Council Projects	**149**
Projects in Delivery	90
Projects Under Analysis	31
Projects On hold	4
Pipeline projects	24

Wiltshire Police	
Total Wiltshire Police Projects	**81**
Projects in Delivery	31
Projects Under Analysis	34
Projects On hold	1
Pipeline projects	15

Joint Portfolio	
Total Joint Portfolio Projects	**230**
Total Projects in Delivery	121
Total Projects Under Analysis	65
Total Projects On hold	5
Total Pipeline Projects	39
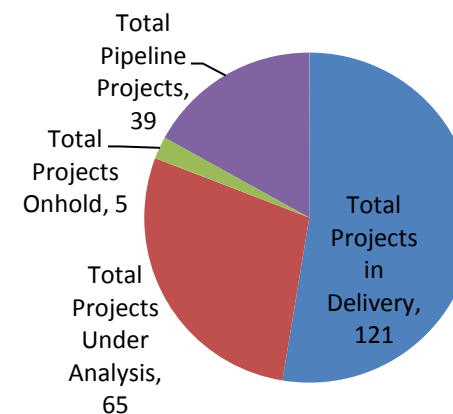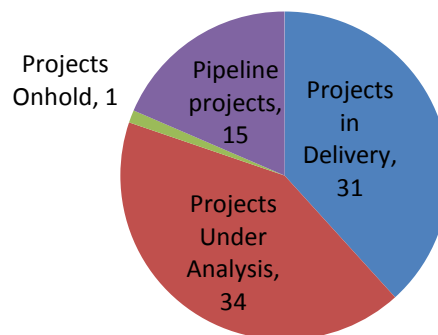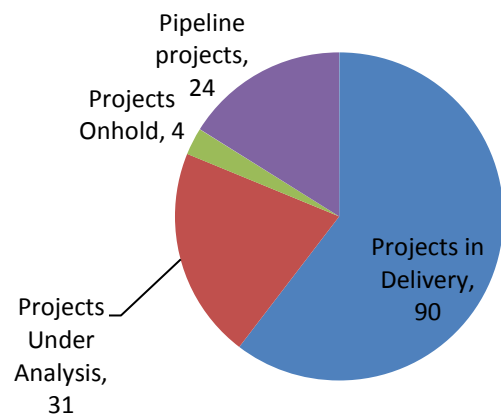
Projects Approval Status

Projects awaiting consideration and approval: 10
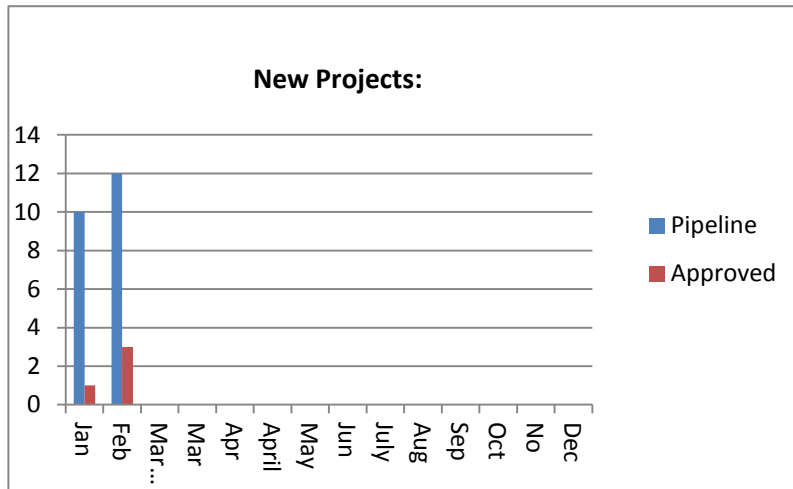- Social Impact Bonds (policy/Children Services)
- Single View of the Customer (Transformation)
- Office 2010/Lync 2013 (IS/business development)
- SAP In-housing (Transformation/costs savings)
- IT Solution for Day Opportunities (Children Services)
- Wiltshire Council / Wiltshire Police Service Integration
- Shared Door Access System
- Traffic Monitoring
- Clean Bus Fund
- Starter-Changer-Leaver (post Systems thinking Review implementation)
- Fleet Savings
- Libraries and Heritage Support for World Heritage Site

Projects approved since January report: 2
- Video Conferencing for Incubation Units (support for developing businesses)
- Building Management Solution Telematics (carbon management)
- Child Protection Information Sharing

RAG Status: Wiltshire Council

- Red 1
- Amber 11
- Green 61

RAG Status: Wiltshire Police

- Red 2
- Amber 13
- Green 66

New Projects:

Pipeline
Approved

Report Author: Ian Baker
Date Submitted: February 2014
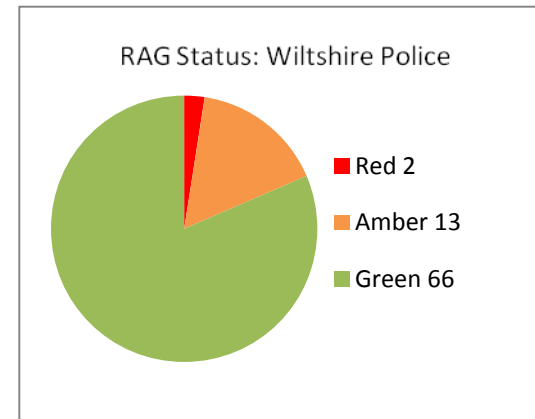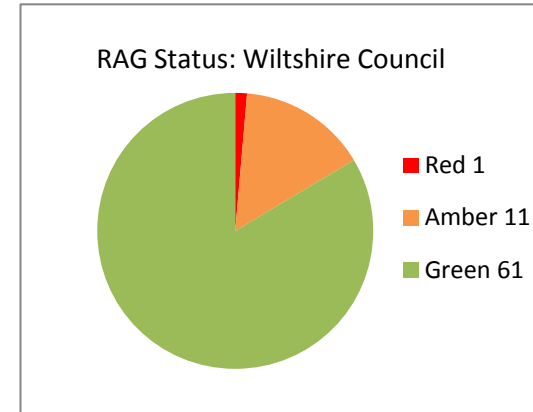
Key Issues

Issue	Score / Status	Mitigations and Most Recent Progress	Review Date
Programme Office Level Issues			
None			
Project or Programme Level Issues			
Integrated Youth Service (IYSS) New version of the software was released in December 2013 which causes screen to freeze and loss of data if system used extensively over 4-5 hours.	Red	All users made aware of the issue and asked to close down all IE sessions during lunch period or any periods of non use. Later version of Internet Explorer Version 10 currently being tested within the Integrated Youth Service. High usage IYSS users to have IE10 installed on their laptop.	12-03-14
Northgate's Document Management Engine (DME) for Land & Property DME is the link between the two systems: M3 and I@W with a significant issue stopping the two systems fully sharing information, forcing the business to find workarounds.	Red	Work to fix DME has now been scheduled, with work starting now to prepare for this.	04-03-14
XN Leisure System Extended timescales taken by XN to provide working systems.	Amber	A meeting was held on 19-02-14 and an agreement made to have the Online Bookings and Financial Interface both fully functional in the Test environment by 28-02-14.	28-02-14
Waste Future Service Delivery Model Based on the current project plan, the re-procurement of the Waste Collection Services the timeline is three weeks behind on the completion of the specifications. Maintaining to the planned timetables could have a significant effect on the quality control of the tender specification for all stakeholders.	Amber	Invitation to Tender (ITT) timeline has now been extended by one week.	03-03-14
Waste Future Service Delivery Model Capacity of waste team currently stretched to deliver the work in a short time scale alongside other waste projects and Business As Usual (BAU) work.	Amber	Waste team continuing to work towards target dates and managing capacity for project and BAU work.	03-03-14
SEND – Special Educational Needs & Disability Age 0-25			

Report Author: Ian Baker
Date Submitted: February 2014

New SEND team have now been located in C Hall. New SEND service went live 01-01-14. Senior management now in place, Development is N Brakewell, Commissioning is S Tanner, and pathfinder lead is L Bridger. This will take a while to settle down. Project team requesting requirements for information/data recording and sharing of information. Need for current situation working practice/processes and workflow.	Amber	Steps are being put in place for operational practice leads to be in place to assist moving this forward. Further discussions to take place 3/3/14 re current to future practice arrangements.	14-03-14
Wiltshire Online: Additional funding to reach 95% coverage of superfast broadband announced on 25-02-14 by BDUK (part of DCMS). Councils will be required to match this funding. Uncertainty about whether council can match fund and that Wiltshire Council has already contributed 3 x original match fund requirement.	Amber	Letter sent to the MP Ed Vaizey (DCMS) and all of Wiltshire's MPs to lobby for previous funding by Wiltshire Council to be taken into account within existing matched funding opportunity.	31-03-14
Review of Positive Leisure -Time Activities for Young People Information leaked to the press by regional Union representatives prior to the staff consultation being held.	Amber	A reactive statement was released to the media prior to the staff consultation, followed by a more detailed press release. Councillors were given an update throughout the process.	Completed
Finance Improvement and Transformation (FIT) Reduction of resources across the organisation having an impact on availability to understand and apply required changes to financial activities.	Amber	Informed restructuring to make best use of remaining skill/experience. CLT buy-in to project to roll out organisational financial changes.	31-03-14
Wiltshire Legacy Unpredictability and impact of weather on planned external events	Amber	The success of some events across the programme may be impacted by weather (Cycle race, EXPO, Field of Remembrance, Fovant Badges) Contingency planning and risk impact analysis to be carried out across programme with alternative options where possible; to ensure limitation of risk and continued success.	31-03-14
Military Civilian Integration Incomplete information from MOD (dates & numbers of personnel moves) to be able to target increased services Wiltshire Council needs to provide. This lags behind	Amber	Continually press MOD, but until Masterplan has been progressed MOD cannot state where troops and families will be located to be able to scale services. *Last raised at SG 30 Jan 14*	End April 2014

Report Author: Ian Baker
Date Submitted: February 2014

expectations from programme outset. Formerly within risk register.		*– Overall data released on 31 Jan, but detail awaited.*	
Military Civilian Integration Stakeholder engagement – many stakeholders appear dissatisfied with MOD's progress and level of consultation on plans particularly for SFA.	Amber	Stakeholder Briefings hosted by Wiltshire Council on behalf of MOD November 13th and 29th and January 14th, are to be followed by MOD formal consultation of its Masterplan (19th February 2014 to 1st April 2014). This will require continual management and is unlikely to be fully resolved until the end of programme implementation. The Stakeholder Briefings have been positively received and the position is improving.	End March 2014

Progress on Key Activities:

Completed in This Period			
Activity	**Date complete**	**On time / late / early**	**Comments**
Programme / Project			
Council Chamber Technology		On time	In the light of potential public interest for the full council meeting on the 4th Feb, contingency arrangements were put in place to provide live video and sound feeds to Cotswold Dining Room and West Wiltshire Committee Room via Lync.
Wiltshire On Line: Digital Literacy		On time	Launched the Bradford on Avon Computer Club Launched digital champion service in Malmesbury Commence programme of volunteer support at Job Centre Plus, Chippenham
Development Protection IT Project (DPIT) West Development Control/Building Control test data migration completed	17-02-14	On time	The test data load took 5 days to complete and was successful and represents a good turnaround.
Northgate provided technical documentation to allow Information Solution teams to support future system upgrades	21-02-14	On time	This was significant as it has been a long outstanding request from the Councils internal Information Solution teams and now takes away the reliance on Northgate to update the system environment post upgrade

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Date Submitted: February 2014

XN Leisure Install of the Financial Interface into the Live environment		07-02.14	Following successful testing, the Financial Interface is to be installed on the Live version. Progress is continuing this week on the Online Bookings system.
Waste Future Service Delivery Model			
Tender specifications delivered to all stakeholders	28-02-14	Ongoing	Draft tender specifications for all 5 lots have been sent to wider stakeholders outside the Waste Project team. These include Procurement, Planning and Systems Thinking for comments and any recommendations for changes to the specification.
Family Information Services (FIS) Family Information Services is currently provided by the supplier '***ask'.*** The contract expires on 31/03/14 and an in-house solution is being developed.	02-01-14	Monthly	Successful upload of test data cut took place 17th February. Successful testing of new website functionality. New 0300 number has been set up for Customer Services. Comms are currently scoping out the task of re-branding the website.
Economic and Development Planning Transformation Programme (EDPTP)	29-01-14	On time	First meeting of EDPTP Board held on 29-01-14 With the two functions of Development Services and Economic Development coming together under Alistair Cunningham during 2013, there was an opportunity to "close down" the Development Services Transformation Programme (DSTP) and transfer outcomes to Business As Usual (BAU) where appropriate It was also considered opportune for a the new Programme (EDPTP) to be established in order to reflect: - Organisational changes - and build upon the successes of the DSTP as well as the progress made within ED&P - Need to develop and implement a "one approach" to Economic Development and Planning
CareFirst Electronic Document Records Management System (EDRMS) - CareStore		Ongoing	Rolling out of Daisy EDRMS systems to work with CareFirst, to merge electronic social care records seamlessly. In these early stages, Andi Foster (Business Analyst) has made excellent progress to ensure that Daisy EDRMS will work with CareFirst, successfully working closely with the business.

Report Author: Ian Baker
Date Submitted: February 2014

Campus Programme – Corsham Campus		Ongoing	Operational workstreams clearly defined and roadmap/timescales produced. Full Facilities Management (FM) work programme defined. Recent adverse weather has had slight impact on timescales, but contingency in place so still on target.
Military Civilian Integration Planning Workstream (Collaboration with MOD to meet Wiltshire Council policies, etc.	30-1-14	Ongoing	Response to Defence Infrastructure Organisation (DIO) Planning Reports was complex detailing a number of inadequacies in report Stakeholder Briefing Event (Wellington Academy) - by invitation - Good engagement & positive feel.
County Hall ICT	31-03-14	On time	Moves - Phase 2 is close to completion with staff occupancy of the building near complete. Council Chamber - Full council meeting held on Tuesday 4th with live video and sound feeds to Cotswold Dining Room and West Wiltshire Committee Room via Lync plus electronic recorded voting. Meeting Room Booking - technology has been extended to Phase 2 rooms; Presentation Equipment - Additional smart interactive white boards and projectors have been installed. Video conferencing - equipment has been provided for the MASH unit to facilitate partnership working with the police and other agencies and Lync Video Conferencing technology provided to the police for use in their facilities. Digital Signage Technology - has been extended to cover additional screens for Registrars to enable electronic display of notices and the MASH unit to display performance information.
Council and Police Service Integration programme	25-02-14	On time	First stage Home Office approval received by Police to TUPE across IST staff to Wiltshire Council for combined service operation. Transfer date agreed of 1st May 2014. First consultation/information meeting held with WC and WP staff 25th Feb with further dates scheduled for March. Joint corporate communications issued to both organisations 25th Feb 2014.
Wiltshire Police			
Virtual Courts Initiative (Wiltshire Police)	21-01-14	On time	Tested equipment is now installed in Chippenham, Melksham and Salisbury, with a stable connection to Swindon Magistrates Court. This has also been demonstrated to Senior Command, Magistrates, Defence Representatives and other interested

			Stakeholders.
Providing Evidence via Video Link (Wiltshire Police)		April 2014	The next step is to introduce using video links for remand offenders held at Salisbury police station, for them to give evidence to Swindon Magistrates'.
PND – Police National Computer (Wiltshire Police) Providing timely Crime and Intel Information updates with a significant reduction in resources required to manage the data.		Green	Automatic update of PND (Police National Computer) with Crime/Intel/Custody/Child Protection/Domestic Abuse information from Wilts Police Niche RMS System is now carried out on a daily basis between.
Hi Tec Crime Technical Refresh (Wiltshire Police)		Green	A decision has been made to install new storage and back-up drives in a temporary location utilising the existing server, providing the HTCU with a more resilient, higher capacity data storage area. This will be complimented by an upgrade in the networking capability also, allowing faster data transfer rates. By refreshing the hardware, crime can be investigated more quickly, with higher crime prevention rates and better protection for vulnerable people
Police Led Prosecution (Wiltshire Police)		12-02-14 Ongoing	The Police led Prosecution model is cost effective in traffic cases and provides an efficient method of dealing with uncontested traffic cases, allowing Wiltshire Police prosecute up to 100 traffic cases in Salisbury court each Wednesday before a bench of Magistrates. It was envisaged that this model would be adopted in conjunction with Dorset Police; however changes in January 2014 have led to implementation during February 2014. The first 50 cases were presented on Wednesday 12th February 2014. Although some cases required adjournment for attendance of the offender, no cases were withdrawn. A total of 78 cases will be presented on Wednesday 19th February 2014. Prosecution costs awarded will now pass to the Police rather than CPS.
Wiltshire Police – Mobile Working		Ongoing	Front line policing in Salisbury, Devizes and Swindon are now using Wiltshire Laptops. This is providing agile and new ways of working. CID and Priority Crime Team are utilising the new ways of working in The Law Courts by connecting their laptops and having electronic copies of court cases to hand in court.

Report Author: Ian Baker
Date Submitted: February 2014

Scheduled For Next Period (Including carried forward)			
Activity	**Date due**	**Status**	**Comments \ Planned Actions \ Reason for carrying forward**
Programme / Project			
Public Health	31-03-14	Amber	Release - Handover of ICT Support from project to service desk ongoing; SLA developed for Commissioning Support Unit (CSU) developed/hosted applications, need to complete handover NHS email administration. CSU developed/hosted applications – reviewing options. Stop Smoking alternative available. Active Health to be reviewed.
Fostering & Adoption Ongoing negotiations with OLM re value for money, project resources, and report deliverance.	24-02-14	Ongoing	Successfully negotiated with OLM for a non chargeable day from OLM for two consultants to come down and sit with main CareFirst support worker. Main tasks will be checking of system developments, datasets and management reporting.
Integrated Youth Support Services System (IYSS) Implementation of a Wiltshire developed Victim Intervention Programme, the first Victim recording database for the Youth Offending service	24-02-14	Ongoing	Working through implementation due to complete 20-03-14
Wiltshire OnLine	31-03-14	Green	Extend refurbished laptop distribution by initiating a pilot distribution of refurbished laptops to eligible people from County Hall. (In addition to using Age UK in Salisbury as a partner)
DPIT (Integration of council's planning systems into one) Issue Log and Timescales	31-03-14	Green	High level meeting planned between Council and Northgate to progress remaining issue log and timescales to resolution. Meeting planned for 26 March, Monkton Park - Carlton Brand to attend.
DPIT (Integration of council's planning systems into one) Planning users to test the West Development Control data load	26-03-14	On time	Required to improve the business processes and efficiency
DPIT (Integration of council's planning systems into one) Resolve issues between the back office system and Document Management System (DMS) in the training environment	21-03-14	On time	Required to improve the business processes and efficiency

Report Author: Ian Baker
Date Submitted: February 2014

21-03-14		Green	
Wiltshire Legacy		Green	Business and Sporting Dinner for the Olympic Foundation Fund (13th March) Business Breakfast (5th March) with a 'Health' theme in line with 'The Big Pledge' (Go-live 2nd April) Official launch of Cycle Wiltshire event (revised date TBC).
Waste Future Service Delivery Model Financial Cost model testing	06-03-14	Green	The work done by Finance and Procurement on the financial model will be complete and ready for testing and incorporation into the tender evaluation process. Independent resources outside the Waste Project have been assigned to do the evaluation of the tenders.
FIS – Family Information Services	06-03-14	Green	Final testing and remaining updates to be applied before 24th March Provisional go-live booked for 24th March – leaving a week for snagging before the "official" go-live on 1st April. There have also been a series of meetings to pull together the relevant information to ensure the project team can set up the new phone line, clarify training requirements for Customer Services and set up a new web domain. Matthew Look has been maintaining the relationship with **ask** to ensure all communications with the charity are handled appropriately.
XN Leisure Install the Financial Interface into the Live environment	07-02-14		Following successful testing, the Financial Interface is to be installed on the Live version. Progress is continuing this week on the Online Bookings system.
XN Leisure Install the Financial Interface into the Live environment	12-03-14		This has been scheduled for 12-03-14, and technical has been supplied by XN documentation, and resources from XN, ICT and Leisure are scheduled to support this.
XN Leisure On-line Bookings testing	12-03-14		Facility to allow online bookings by the public for leisure facilities.

Economic and Development Planning Transformation Programme (EDPTP)	Jan 2014	Ongoing	With the two functions of Development Services and Economic Development coming together under one Associate Director ,there was an opportunity to "close down" the Development Services Transformation Programme (DSTP) and transfer outcomes to Business As Usual (BAU) where appropriate
Economic and Development Planning Transformation Programme (EDPTP):	31-03-14	Green	• Development of the project's scope and high level implementation plan • Identify major risks and issues and mitigating actions • Agreeing and establishing appropriate programme governance
Finance Improvement and Transformation (FIT Programme	31-03-14	Green	Cultural action plan currently being developed by officers within finance, business services and procurement. To Be mapping initiated and will continue throughout March
Campus Programme – Corsham Campus	31-03-14	Green	Obtain full and complete work programmes for all workstreams. Obtain corporate approval for all governance models.
Agile Working programme - Lync 2013 backend migration	31-03-14	Green	Migration of all users to Lync 2013 backend with the enablement of Lync Enterprise voice. This will provide more stable and resilient hardware to enable remote working. Note: any online meetings already planned in Outlook will have to be deleted and recreated.
LGA Adult Care Peer Review The peer challenge process aims to help the council to help itself to respond to the changing agenda for adult social care.		Ongoing	Review to take place between the 12th & 14th March 2014.This review will look at the Help to Live at Home service to measure performance.
Adult Care Accommodation Programme – Affordable Homes	April / May 2014	Green	Programme Office support for Housing to bid for funding from the HCA under the new Affordable Homes Programme 2015-18. Bidding has opened and submissions have to be in by the end of April. Schemes being submitted will cross both the council house building programme and provision of extra care amongst more general needs housing. The exact amount of funding being requested has yet to be determined, but will exceed £5m.
Military Civilian Integration - Planning	Feb / March 2014	Green	MOD commences Public Consultation - Wiltshire Council both respond as key stakeholder and help to assist MOD to conduct meaningful consultation
Council Police Service Integration programme			Joint consultation meeting with all affected staff on 7th March.

	31-03-14	Green	Police IST senior managers meeting with Council HR to start preparing JEQs for evaluation against existing Council grading structure.

Transformation Service Highlight reports

Team	Link to the location for all HL reports
Systems Thinking	Link
Campus Programme	Link
The 3 Hub Programme	The 3 Hub Programme is currently being reviewed to incorporate additional workstreams and projects so a highlight report to reflect these changes will be produced next month.
Transformation Build and Disposals Programmes	Link
Asset Management & Corp Building Programme	

Dependencies

Title	Owner	Due Date	Comments
	TC	Ongoing	
	Project Team		

## Recommendations and Requests for Decisions or Support

DPIT – Development Protection IT Project - Due to the recent demand on Northgate to complete outstanding work resource is prioritised to meet the counter demands, both from the business and Information Solution teams

Report Author: Ian Baker
Date Submitted: February 2014

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
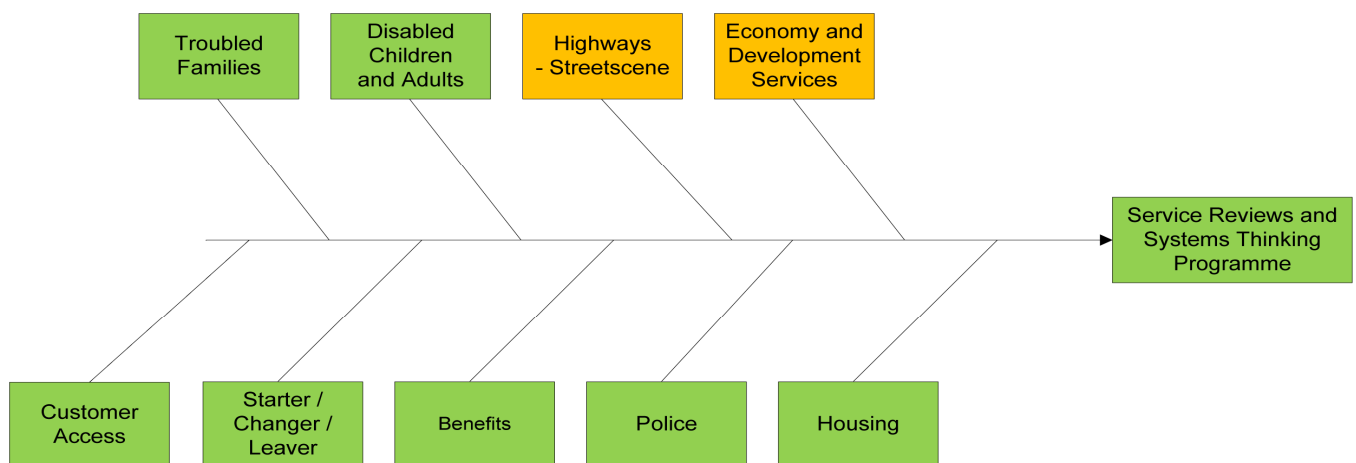
Highlights

- 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 contonues on a systems thinking review of the care pathway for the frail elderly, jointly between health and adult social care, as part fot he 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.

Report Author: John Rogers
Date Submitted: 07 March 2014

Key Issues

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

Key Risks

Risk					Score/ status	Mitigating Actions	Review Date
	Impact	**Score**	**Probability**	**Score**			
	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**
Workstream: Programme Management			
Development of forward programme	Sign off	🟩	Corporate Directors have reviewed the programme; awaiting signoff.
Review: 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.
Review: 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.
Review: Disabled Children and Adults			
SEND Service 0-25 launched January 2014. Local Offer: development of a county wide education offer progressing very well.	Implement- ation.	🟩	Service now in place although full implementation will be gradual due to timing of legislation changes. The majority of roles are now recruited to.
Review: 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.	Implement- ation/ 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.

Review: Housing Allocations and Options			
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.

Review: Local Highways and Streetscene			
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.

Review: Police (systems thinking work)			
Redesign under way; draft version of what the future could look like was presented to SCT on 11 Feb and agreed in principle; mandate gived for further development.	Redesign	█	Subject to mobile and remote working projects and to structure development in Police.

Review: Starter-Changer-Leaver			
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.

Review: Troubled Families			
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.	█	

Scheduled For Next Period (Including carried forward)			
Activity	**Stage**	**Date due**	**Comments\Planned Actions\Reason for carrying forward**
Workstream: Programme Management			
Forward programme awaiting sign off	Sign-off	Mar 2014	No impact on delivery.
Review: Benefits (Universal Credit/Welfare Reform)			
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.

Review: Customer Access			
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.
Review: Disabled Children and Adults			
Continuing progressing with implementation. Continuing development of Local Offer increasing with the focus now on health and preparing for adulthood.	Implement-ation.	September 2014	Further work required to confirm detailed processes. This is being managed within the SEND Service
Review: Economy and Development Services (systems thinking work)			
Develop an enlarged scope – integrated major development and Development Services within that.	Implement-ation/ Scoping	Feb 2014	Opportunities identified following discussions with staff at 3 day training.
Review: Housing Allocations and Options			
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.
Review: Local Highways and Streetscene			
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.
Review: Police			
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	
Review: Starter-Changer-Leaver			
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
Review: Troubled Families			
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.

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