

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
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