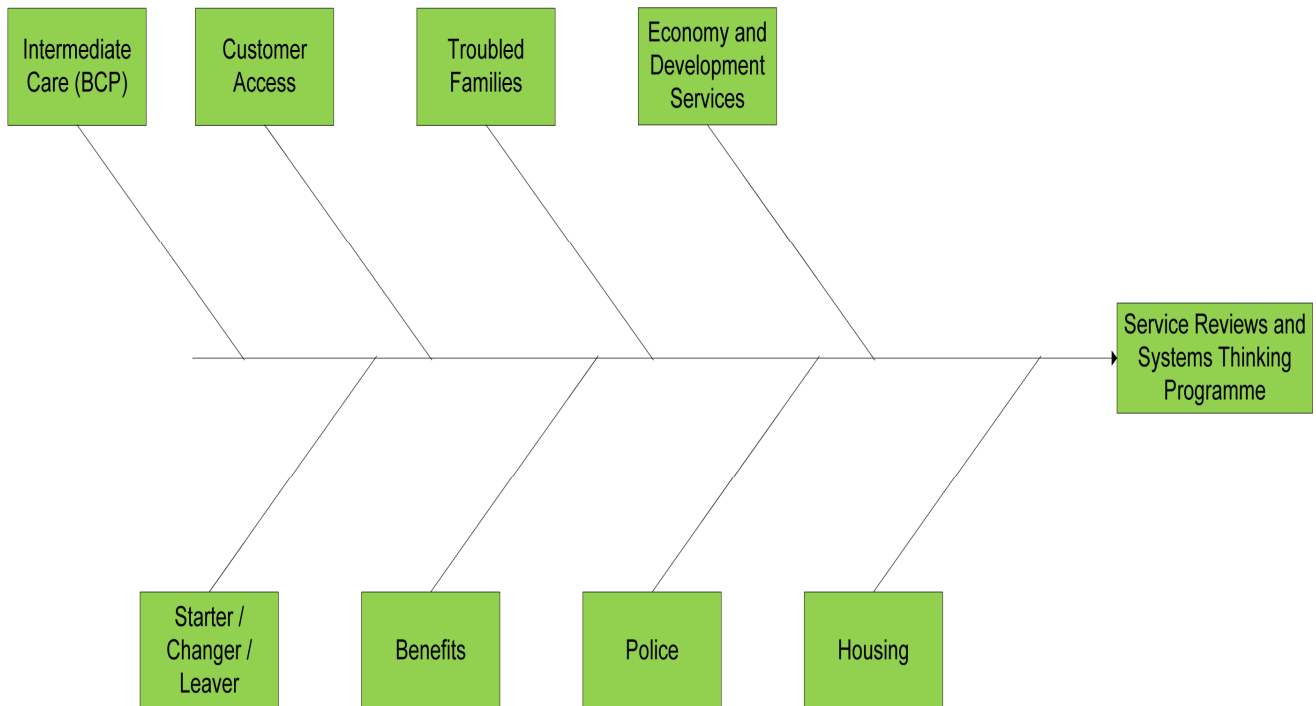


Systems Thinking Programme Highlight Report

Programme Name	Systems Thinking Workstream, Transformation		Workstream Manager	John Rogers
Period Covered	From: 01 Aug 2014	To: 31 Aug 2014	Workstream Sponsor	Carlton Brand
Programme Status			Budget Status	

Status Summary

Key reviews fishbone



Highlights

- Police redesign (operational policing) started live testing on 30 June, in Trowbridge. This is a six-month test and refine stage.
- System review of Intermediate Care (joint NHS and council) resourced for Check stage to start in early September, with participation from social services, community health, acute hospitals, GPs, mental health, Medvivo, H2L@H providers and VCS partners.
- The systems thinking team will also be an integral part of the proposed 100 day challenge to support Better Care Programme implementations and rapid improvements to system performance, during Sept-Dec 2014.
- Delivery across the other reviews continues to expectation – see below for details.
- Total number of people having gone through the three-day systems thinking training now 760. This includes 110 people from Police and the Office of the PCC. Work continues with Suffolk CC on an in-house version of the training; we plan to launch the new three-day course in late 2014 – progress towards this is on track.
- The key reviews which we currently use to determine workstream status are: Benefits/Customer Access/Housing, Campus, Economy and Development Services, Intermediate Care, Police, Starter-Changer-Leaver, and Safeguarding/Troubled Families. All are green at present; Safeguarding/Troubled Families borderline amber pending resourcing..
- Wiltshire Police have confirmed that they wish to commission systems thinking services from the council's team with effect from April 2015 and detailed work on this is under way.

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	Sign off		
Review: Benefits (Universal credit/welfare reform)			
Demand capture continuing at Monkton Park and County Hall. Demand capture commenced at Milton Street and Snuff Street.	Check		Review has continued despite holiday period. Links made with DWP, CAB and housing associations.
Review: Customer Access			
Check near completion at Monkton Park reception. Work continuing with housing benefits to facilitate the move towards working together. Redesign continuing at Milford Street. Working with Accounts Payable on reducing post; continuing data gathering about post across the organisation. Customer journey presentations delivered to SVoC teams.	Check / Re-design / Roll-in		Relevant data for business case is being collated and shared with the SVoC teams.
Review: Economy and Development Services (systems thinking work)			
In check for planning consultation process. Team have moved forwards with trialling new process this week with the ecologists prior to extending to other consultees.	Check / re-design		Work on S106 is now starting and we are in discussions about land charges. Other areas have temporarily been put on hold by the service.
Review: Intermediate Care (BCP)			
Design and planning Check stage work of System Review of Intermediate Care with cross system team – starts 8 September. Integrating the system review with the 100 day challenge to support BCP implementation learning and rapid improvements to system performance, during Sept-Dec 2014.	Check		Clear links with Single View of the Customer project – analysis work being done jointly.

Review: Housing Allocations and Options			
Work continues with process mapping internal activities as identified by the Housing management and teams – this work will continue over the next few months. Customer journey work has commenced to identify relevant contact between customer and council departments concerning housing.	Check / Re-design		
Review: Police (systems thinking work)			
Creating a working group with all key people with aim to run 24/7 trial in Trowbridge. This will rigorously test our new system and will show us how to upscale, and the IT requirements.	Re-design		
Review: Safeguarding (Children's Social Services)			
Continuing slowly. Meeting has taken place with newly appointed Head of Safeguarding Lucy Townsend to update on progress to date and move forward with the review. Agreed future catch ups.	Check		
Review: Starter-Changer-Leaver			
Redesign continuing. Recruitment staff interviewed. Brainstorming workshops to discuss potential changes commenced. Updates held with new service managers	Re-design		
Review: Troubled Families			
The service lead has left, and although there is a new lead nominated, her role is principally around claiming money from central government in respect of turning families round – not specifically around working with Wiltshire's troubled families.	Check		Borderline amber due to lack of service resources to date. These have been promised.

Scheduled For Next Period (Including carried forward)			
Activity	Stage	Date due	Comments\Planned Actions\Reason for carrying forward
Workstream: Programme Management			
Forward programme deemed to be agreed	Sign-off	April 2014	No impact on delivery.
Review: Benefits (Universal Credit/Welfare Reform)			
Process mapping will commence shortly – this will continue for several weeks	Check	Sept 2014	Planned to start 17 th September
Review: Customer Access			
Roll in more staff at Milford Street reception review; redesign to commence. Monkton Park to hold feedback sessions with management and Team Leaders. Members of CS team at CH reception to trial different ways of providing service. Present the Customer Journey to relevant teams and discuss development and use for the future.	Check / Re-design / Roll-in	Sept 2014	Plan to present to CD's.

Review: Economy and Development Services			
The EDP Vision workshop identified a number of opportunities for future work starting with understanding quality outcome measures. This work has been placed on hold by the service. Development Services work to reshape the consultation process continues.	Check	Nov 2014	
Review: Housing Allocations and Options			
Work will continue slowly on re-design for those processes identified by the team. Customer journey work will continue with other teams to identify duplications, hand-offs, etc	Check / Re-design	Dec 2014	Housing team resources have yet to be confirmed, on an ongoing basis. The introduction of the new Allocations policy will impact on available resourcing.
Review: Intermediate Care			
Check to start on 8 September. Evidence gathering, mapping and targeted facilitation in support 100 day challenge.	Check	Sept 2014	Focus is on improving discharge (esp discharge to assess) and step up (keeping people out of hospital), and supporting development of integrated care teams.
Review: Police			
Testing of new response and investigation process continues. Started conversation with AD ASC about working in a different way to create a new system end to end. Meeting arranged for end October	Re-design	Dec 2014	Expect to complete Extendsim modelling of police as-is processes and structures.
Review: Safeguarding model			
Resource to move work on is likely to be available later in September. The TL has asked that this includes the whole team and hopes that this will be viable soon.	Check	Dec 2014	
Review: Starter-Changer-Leaver			
Redesign continues with full engagement from recruitment. Continue to seek ideas from the team for improvements. Begin creating relationships to revisit potential for TL/SAP interface	Re-design	Sept 2014	
Review: Troubled Families			
Continue to support the work being carried out by TF leads – moving forward – future HL reports will be a holistic view of the work within CSC.	Check	T.B.D.	Awaiting financial information to enable us to cost the social work and other interventions. What was previously the Complex Families Board has ended and instead future work will report into the Early Help board/committee.

Dependencies / Interfaces

Title	Risk	Owner	Review Date	Comments
Single View of Customer		JR	01/10/14	Good integration between these programmes.

Budget

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

Roadmap

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