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Corporate Peer Challenge – Action Plan February 2018

Recommendation	Action	Measure of success	Timescale	Lead(s)		
				Cllr	CD	D
Main recommendations						
1. To enable the most effective delivery of the Council's Business Plan it should seek to clarify and quantify its key priorities. In such a way a sharper focus can be brought to organisational delivery and resource allocation which underpin this.	Deliver a comprehensive service planning process including a strong planning and performance management regime; one that more explicitly links business, risk, financial planning, and major programmes into one coherent whole with a clear and coherent "Golden Thread" throughout	<p>'Plans for change' in place with key priorities distilled for budget setting process</p> <p>Redesigned performance measures and reporting arrangements agreed by cabinet</p>	Jan 18	Cabinet	CB , AC , TH	RT MH JP

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<p>2. In respect of the key areas of commercialism and 'digital' the council should build a shared understanding of the opportunities, investment required and skill needed in these areas so that it is more able to achieve successful outcomes.</p>	<p>Agree commercial strategy and appetite for risk/investment. Review approaches across UK.</p>	<p>Commercial Strategy agreed by cabinet; with resources to deliver.</p>	<p>Feb 18</p>	<p>Cllr PW</p>	<p>AC</p>	<p>MH, D- C&H</p>
	<p>Clarify the skills, knowledge, behaviours and expertise required</p>	<p>Staff are clear in respect to required skills, capabilities and expectation of income</p>	<p>Mar 18</p>	<p>Cllr PW</p>	<p>AC</p>	<p>JP, D-C&H MH MH,</p>
	<p>Increase financial literacy and use of financial models to effectively support business case development</p>	<p>Heads of Service understand true cost of all services</p>	<p>Mar 18</p>	<p>Cllr PW</p>	<p>CB</p>	<p>MH</p>
	<p>Review fees and charges policy across the council, and maintain on an annual basis</p>	<p>New fees and charges agreed as part of council budget annually</p>	<p>Feb 18</p>	<p>Cllr PW</p>	<p>CB</p>	<p>RT</p>
	<p>Agree narrative for Digital Strategy, aligning programs to address core challenges</p>	<p>Vision, priorities and outcomes clearly set out and understood by staff</p>	<p>Feb 18</p>	<p>Cllr PW Cllr AO</p>	<p>CB</p>	<p>RT, JP</p>
	<p>Clarify the skills, knowledge, behaviours and expertise required</p>	<p>Heads of Services are clear in respect to required skills, capabilities and knowledge of their respective teams</p>	<p>Mar 18</p>	<p>Cllr PW Cllr AO</p>	<p>CB</p>	<p>RT</p>
	<p>Increase use of data and analytics and embed digital service Design Standards in redesign</p>	<p>GDS standards embedded in work undertaken (encompassing user needs, multi-disciplinary team skills and uptake of services)</p>	<p>Mar 18</p>	<p>Cllr PW Cllr AO</p>	<p>CB</p>	<p>RT LB MH</p>
	<p>Explore opportunities to market and promote these new channels more effectively with citizens and businesses – and learn from why citizens do not access through those channels</p>	<p>Services are improved, more accessible (outside core hours) and better aligned to meet expectations of residents and businesses</p>	<p>Dec 18</p>	<p>Cllr PW Cllr AO</p>	<p>CB</p>	

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<p>3. Revisit the current intent and application of the Area Boards - so that into the future the council's ambitions in terms of leadership of place can be further realized</p>	<p>Review all remaining discretionary services to determine which may benefit most from devolution ('local-first' approach).</p> <p>Establish with CEMs collaborative teams of front line services, partners, local VCS and economic groups.</p> <p>Project bank audit of each community area.</p> <p>Support health and wellbeing groups to expand support.</p> <p>Ensure that social care reviews adopt a community-led approach to appropriate areas of service.</p>	<p>Devolution of remaining discretionary services and budgets</p> <p>Multi-agency community team approach in place, mobilising community assets and volunteers, transferring assets and services.</p> <p>Additional projects in place. More themed interactive meetings, shorter formal AB meetings.</p> <p>Localisation of adult social care service and children social care integration through the reviews</p>	<p>Apr 2018</p> <p>Dec 18</p>	<p>Cllr JT Cllr PW</p> <p>Cllr JT</p> <p>Cllr JT</p> <p>Cllr JW</p> <p>Cllr JW</p>	<p>AC</p> <p>CB</p> <p>CB</p> <p>CB AC TH</p> <p>CB AC TH</p>	<p>RT LB TC PK D-C&H</p> <p>LB</p> <p>LB</p> <p>LB TD</p> <p>GW LT</p>
<p>4. More closely align financial and budget planning to organisational priorities and underpin this with a more robust planning and performance management regime. This will enable better linking of business and financial planning and further supporting a culture of openness and accountability</p>	<p>Comprehensive service planning process linking priorities, finance, procurement and HR informs budget setting.</p>	<p>Medium Term Financial Strategy published</p> <p>Full Council agree budget closely allied to service change plans</p>	<p>Mar 18</p>	<p>Cllr PW</p> <p>Cllr PW</p>	<p>CB</p> <p>CB</p>	<p>RT, MH JP</p> <p>JP</p>

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5. Apply the same approach and commitment to the Adults Services Transformation plans as was afforded to the council's previous children services recovery plan – so that it is organizationally owned and more likely to be delivered as a consequence	Investment in appropriate capacity	Strong programme office support in place with breadth of capacity and capability in ASC transformation team		Cllr JW	CB AC TH	GW
	Delivery of Front Door elements of ASC transformation programme	As defined in business case	Apr 18	Cllr JW	CB AC TH	GW
	Secure a market management strategy as a priority including securing and retaining appropriate skills	Strategically managed diverse and sustainable market is in place	April 20	Cllr JW	CB AC TH	GW EW
Approach integration of DASS post with health carefully, doing so from a position of strength and clear priorities set across the two agencies	Undertake due diligence on joint post	Joint DASS/ CAO post in place with NHS Wiltshire	2018	Cllr JW	CB AC TH	GW TD
	Scope joint commissioning arrangements	Commissioning staff co-located	2018	Cllr JW	CB AC TH	GW EW
	Examine the potential for alliance contracting	Framework agreed with partners	2019	Cllr JW	CB AC TH	GW EW

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6. In order to increase the delivery of housing numbers across Wiltshire, the council may wish to consider developing its plans in respect of a smaller number of strategic sites. This may strengthen its ability to secure the appropriate infrastructure and enable it to more effectively deliver its housing plan aspirations	Develop local plan accordingly Use area boards to explain and champion local delivery	New local plan and HRA business plan focuses development in fewer places Fewer objections to significant local developments	2020	Cllr TS Cllr RC Cllr JT Cllr RC	AC AC	TM D-C&H TM LB D-C&H

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<p>7. Ensure that both the council and CLT themselves invest sufficient time in focusing on their development as a team. They have a pivotal leadership role and such investment will help them realise their ambition to provide strong, collegiate corporate leadership on behalf of Wiltshire Council into the future.</p>	<ul style="list-style-type: none"> • Empowered: CLT are empowered to make the organisational decisions they deem necessary to deliver on the Council's priorities and policies 		Dec 18		CB AC TH	IG MH RT
	<ul style="list-style-type: none"> • Time and Space: CLT commit a sizeable portion of their individual time working as a leadership team on the strategic council wide agenda 	Regular CD away days in calendar Development Programme developed for CLT established	Jan 17		CB AC TH	JP
	<ul style="list-style-type: none"> • Team Development : CLT prioritise investment in their collective leadership development so they are able to act as a collegiate team that leads organisationally 	Plans for change in place	Dec 17		CB AC TH	JP
	<ul style="list-style-type: none"> • Performance Management: CLT implement a Corporate Performance regime clarity in terms of success criteria and the culture, processes 	Redesigned performance reporting arrangements agreed by cabinet, with systems in place to drive sustainable performance improvement	Feb 18		CB AC TH	RT JP MH
	<ul style="list-style-type: none"> • Wicked issues: Identify a number of cross cutting issues/opportunities that create the opportunity for organisational and system wide collaboration 	Cross service initiatives are delivered with programme office and systems thinking support – key work programs already agreed and in progress are Social Mobility and High Frequency Contact (HFC)	Mar 18		CB AC TH	RT JP MH
	<ul style="list-style-type: none"> • Transformative Learning: An environment is set where active learning is valued as a means of Improvement, reflection leading to continuous performance improvement 	Increase in apprenticeships and formal learning uptake and participation	Feb 18		CB AC TH	JP

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Additional suggestions						
Provide more clarity in terms of the “what” will be devolved to town and parish councils and ‘why’ when transferring operational services and assets down to towns and parishes and be more assertive about the agenda.	Pull together a start and finish task force to identify issues and unblock the reasons for the time it takes to secure asset transfers and movement of some operational responsibilities to Town and parish councils.	Accelerated phasing of transfers Progress reports on CATs available and accessible online, including capture of financial and community benefits for those that have transferred. Clear list of potential assets for transfer available	Sep 18	Cllr PW	AC	RT IG TM LB D-C&H
	Support ‘place based’ delivery of services so that co-ordination of activities between communities, parishes and towns across a larger geographical footprint can be exploited to the full. This could be done by further exploration of larger devolution packages that would require the input and coordination of parish and town councils, particularly where devolved services serve greater geographical areas.	Consider and define approach Parish Council’s collaborate on devolution agreements	Jan 18	Cllr JT Cllr PW	AC	RT LB TM D-C&H

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The council should consider its assets and capabilities in terms of how it should intervene in housing delivery	Examine business case for new local housing company	Local housing company up established on a sound basis	2019	Cllr RC	AC	D-C&H
	Undertake a full housing needs assessment for older adults, younger adults and children with complex needs, translating this into a plan covering accessible homes, sheltered housing and extra care for example, so that the council is proactively intervening to deliver better outcomes in these areas.	Housing needs assessment completed	Jun 18	Cllr RC	AC	D-C&H
Review commissioning, procurement and contract management arrangements with a detailed improvement plan .	Undertake a systemic review including systems, data, information, reporting, staff development, and organization. Agreed a full suite of performance measures	Director of Commissioning in place	Feb 18	Cllr JW	TH	DoC
		Detailed review complete with clear roles and responsibilities across the commercial cycle involving commissioning, procurement and contract management.	Sep 18	Cllr JW	TH	EW MH

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