

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

AGS improvement actions	Current Status	
<i>Review commissioning and procurement approaches to embed industry standard contract management as part of staff job descriptions; deliver policy and training to embed social value across the council; and strengthen our approach to partnership working with the VCS through business planning processes.</i>	An end to end review of processes across procurement has been undertaken, and a refreshed process has been devised (involving, appropriately, colleagues from Legal and SWAP Audit). This will be formally launched during Q1 (of calendar year 2022). The Job Descriptions have also been completely refreshed and will form part of the Procurement Team Restructure (also during Q1); each aspect of this Improvement Action has been reflected therein.	HJ JH
<i>Continue activities to embed all of the values in Our Identity across the organisation</i>	Main roll out and embedding activities complete. Work underway on iteration 2 of "Our Identity" following workshops and feedback by end of 2022.	JP PM

Principle B - Ensuring openness and comprehensive stakeholder engagement

AGS improvement actions	Current Status	
<i>Review commissioning and procurement approaches to embed industry standard contract management as part of staff job descriptions; deliver policy and training to embed social value across the council; and strengthen our approach to partnership working with the VCS through business planning processes.</i>	See above for review of end to end processes Training has been undertaken with all commissioning staff by IPC (Integrated Personal Commissioning (IPC) which is a nationally led, locally delivered programme that is supporting healthcare empowerment and the better integration of services across health, social care and the voluntary and community sector).	HJ DR

Principle C - Defining outcomes in terms of sustainable economic, social and environmental benefits

AGS improvement actions	Current Status	
<i>Regularly report on delivery against outcomes defined in the new Business Plan, including our commercial approach</i>	A new performance framework will be agreed as part of the new Business Plan shortly. Combined quarterly reporting of performance, risk and finance to cabinet will resume in March 2022.	MN

Principle D - Determining the interventions necessary to optimise the achievement of intended outcomes

AGS improvement actions	Current Status	
<i>Finalise the governance review of Stone Circle company and shareholding arrangements</i>	Cabinet agreed governance arrangements for Stone Circle companies as well as any other companies that the Council owns or has interests in at its meeting on the 27 th September 2021. The first meeting of the shareholder sub committee of the cabinet is scheduled to take place on the 25 th January.	AB PH SH

Principle E - Developing capacity, including the capability of the Council's leadership and the individuals within it

AGS improvement actions	Current Status	
<i>Rollout training and awareness on decision making processes</i>	Guides to councillor and officer decision-making powers; cabinet reports and individual cabinet member decisions have now been produced and are available on the council intranet. Further guidance will be produced covering taking, recording and publishing officer decisions, and consulting internal boards. This will be subject to review by Corporate Governance Group, before discussion at CLT/ELT and development of related training material. A comprehensive councillor induction and development programme was prepared for all councillors to benefit from following local elections.	PH JP MD MN
<i>Continue to work with partners to complete a multi-agency evaluation of the response to the pandemic</i>	A full multi-agency debrief was not taken forward before response was reactivated for the second wave – this will be considered during 2022. As part of the ongoing management of outbreaks and situations the Local Outbreak Management Plan has been updated. This used multi-agency feedback and wider regional Sector-Led Improvement work to ensure an effective continued response to the changing nature of the pandemic. The Multi-agency Wiltshire Covid-19 Health Protection board, chaired by the DPH meets fortnightly to oversee and lead the response.	KB EP MN

Principle F – Managing risks and performance through robust internal controls and strong public financial management

AGS improvement actions	Current Status	
<i>Review how performance can be communicated to the public to deliver maximum openness and transparency</i>	A new approach to communication of performance as well as publishing open data will be developed and delivered as part of the BI Development programme and SAP Evolve project.	MN

Principle G - Implementing good practices in transparency, reporting and audit to deliver accountability

AGS improvement actions	Current Status	
<i>Align organisational processes more closely to the outcomes in the Business Plan to ensure a focus on the resources used and outcomes achieved</i>	<p>An outcome-based process has been developed ensuring directorate level service plans link clearly with Business Plan principles. This will be considered by cabinet and full council shortly. The delay in a multi-year local government finance settlement means a multi-year budget aligned to business plan outcomes will be trialled in the coming year.</p> <p>A new portfolio management approach is being implemented to align corporate programmes with the new Business Plan and ensure benefits realisation.</p>	AB MN
<i>Review the Complaints Procedure alongside arrangements to report trends and learning</i>	<p>A new Corporate Complaints Procedure is being drafted for review by the Corporate Leadership Team prior to consideration by Standards Committee and to relevant scrutiny committees.</p> <p>A new complaints casework IT platform is now being developed internally and will support improved reporting of trends and learning.</p>	PH MD FC

Initials

AB: Andy Brown, Interim Corporate Director, Resources

PH: Perry Holmes, Director, Legal and Electoral Services

JP: Jo Pitt, Director, HR and OD

SH: Simon Hendey, Director, Housing and Commercial

HJ: Helen Jones, Director of Commissioning

DR: David Redfern, Assistant Director, Leisure, Communities and Culture

KB: Kate Blackburn, Director, Public Health

PM: Paula Marsh, HR

JH: Jonathan Hopkins, Procurement

MN: Martin Nicholls, Executive Office

MD: Maria Doherty, Democracy and Governance

EP: Emergency Planning