

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

AGS improvement actions	Current Status	
Deliver policy and training to embed social value across the council	Our work on Organisational Recovery will ensure we strengthen alignment between policy development and spending with third parties across the Council, and establish a culture, to maximise the delivery of tangible social, economic and environmental outcomes through commercial activity. We will take a targeted and data driven approach to such policy application to ensure that we focus efforts on those areas where maximum benefits can be achieved; we will supplement this by providing support, training and tools, to help people throughout the Council to deliver defined & tangible benefits for the people of Wiltshire	AB JH
Promote with staff 'EPIC values' (Empowering People to Innovate and Collaborate) and an updated code of conduct, replacing the previous Behaviours framework	Complete	JP PM

Principle B - Ensuring openness and comprehensive stakeholder engagement

AGS improvement actions	Current Status	
Implement a new VCS strategy and review the Wiltshire Compact	A new VCS strategy was drafted before the COVID pandemic. The principles of openness and comprehensive stakeholder engagement have been embedded into the partnership work of response and recovery. The Neighbourhood cell led this initially and leadership continued through the Community Resilience recovery group bringing together Community Partners, VCS, Strategic partners and the Council. Wessex Community Action are leading a developmental evaluation exercise to assess the impact of the Community Resilience Partnership work during the pandemic. This work will inform how the Council learn lessons from the pandemic and work with the VCS in future.	JG

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

AGS improvement actions	Current Status	
Pilot a multi-year outcome-based planning process aligned to budget build (when spending reviews permit)	The delay in a multi-year spending review until 2021 means the process will be piloted during 2021 ready for 2022/23, following the outcome of the local elections.	AB
Review approach to service delegation and asset transfer and One Public Estate	A review of the benefit of the asset transfer and service devolution programme has taken place. The future approach will be informed by the review. One public estate opportunities will be identified as part of the asset rationalisation programme and early progress has already been made in that respect.	AB SH

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

AGS improvement actions	Current Status	
Review the effectiveness of the commercial policy and current commissioning approaches.	<p>Elements of the Council's Capital Programme around commercial investment were deferred while others are progressing. The Council's appetite for commercial investment, given the current economic state, will be wrapped up as part of the recovery work. Recent government controls on use of PWLB borrowing has prevented commercial investment. There will be a need to review the commercial policy in light of changing government policy.</p> <p>The governance of the council owned companies, Stone Circle, is being reviewed and a report will be taken to Cabinet in July 2021.</p>	SH HH AB IG
Embed good commissioning and contract management as part of staff job descriptions.	Procurement are reviewing information and will liaise with HR Business Partner to discuss – current action is with Procurement	AB JH

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

AGS improvement actions	Current Status	
Rollout training and awareness on decision making processes	Guidance is being drafted, subject to review by Corporate Governance Group, before discussion at CLT/ELT and development of training material. A comprehensive councillor induction and development programme has been prepared for all councillors to benefit from following local elections.	IG JP MD MN
Work with partners to complete a multi-agency evaluation of the response to the pandemic	A full multi-agency debrief was not taken forward before response was reactivated for the second wave – this will be considered during 2021. 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.	KB EP MN

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

AGS improvement actions	Current Status	
Review how performance can be communicated to the public to deliver maximum openness and transparency	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	
Align organisational processes more closely to the outcomes in the Business Plan to ensure a focus on the resources used and outcomes achieved	<p>An outcome-based process has been developed with the intention of informing a three year budget. The delay in a multi-year spending review until 2021 means the process will be piloted during 2021/22, following the local elections, ready for 2022/23. Services are being provided with support for preparations with the new Business Plan.</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

Initials

AB: Andy Brown, Interim Corporate Director, Resources

IG: Ian Gibbons, Director, Legal and Electoral Services

JP: Jo Pitt, Director, HR and OD

SH: Simon Hendey, Director, Housing and Commercial

HH: Helean Hughes, Director, Education and Skills

JG: Jess Gibbons, Director, Communities and Neighbourhood Services

KB: Kate Blackburn, Director, Public Health

PM: Paula Marsh, HR

JH: Jonathan Hopkins, Procurement

MN: Martin Nicholls, Executive Office

MD: Maria Doherty, Democracy

EP: Emergency Planning