

**Corporate Peer Challenge 2022 - Action Plan**

<b>Recommendation</b>	<b>Actions</b>	<b>Success measures</b>	<b>Leads (bold where multiple)</b>
<p>1. Develop a more clearly articulated strategic narrative of place, using the Local Plan as key spatial narrative. Making the Local Plan work for Wiltshire will be important, and ensuring this work is delivered to agreed timescales will be important.</p>	<p>Develop a narrative for Place</p> <p>Ensure Local Plan and LTP development provide the key spatial narrative</p> <p>Area Boards and Place Boards explain and champion the Local Plan</p> <p>Ensure the new economic strategy clearly aligns with the narrative in the local plan</p>	<p>Council strategy documents align with strategic place narrative</p> <p>New Local Plan and LTP4 adopted and supported by a plan for delivery</p> <p>Work of the Place Boards is aligned to delivery of local plan allocations</p> <p>Proactive approach for delivery of local plan allocations in partnership with developers and investors</p>	<p><b>Parvis Khansari</b></p> <p>Nic Thomas</p> <p>Victoria Moloney</p>
<p>2. Seek to take advantage that the council's internal improvements are now paying dividends to provide space and time for senior leaders to focus on wider external partnership opportunities to help take Wiltshire forward in line with the Business Plan.</p>	<p>Increased engagement with neighbouring authorities and partners (including the ICB/P) through existing and bespoke meetings</p> <p>Regular 1 to 1s with neighbouring Leaders and Chief Executives</p> <p>Maintaining leverage and influence at key fora where Wiltshire plays a leading role, for example: SW ADASS, SW ADCS &amp; regional forums on children, families, education and public health</p> <p>Promote Wiltshire Council activities through the LGA (including conferences), County Council</p>	<p>The new potential for shared services is fully explored with other organisations</p>	<p>Terence Herbert</p>

	<p>Network, South West Leaders and Chief Executives meetings</p> <p>Engage central government officials in discussion on the potential for devolution and continue participation in the Western Gateway</p>		
<p>3. Consider how to celebrate the successes of Wiltshire Council where it is important and where it contributes to raising the Council's external profile e.g., Climate Change and Children's Services.</p>	<p>Identify a number of cross cutting issues/opportunities that encourage organisational and system-wide collaboration; promote the results accordingly</p> <p>Build on previous promotion of success e.g. leading for SW ADCS on sector led improvement and presenting at COP 27 with the LGA exhibits</p> <p>Case studies included in trade press (such as LGC and the MJ)</p> <p>Transformation programme regularly profiles its activity</p>	<p>Wiltshire's profile raised and recognition for areas of good practice.</p> <p>Service transformation is co-produced with residents.</p>	<p><b>Lucy Townsend</b></p> <p>Parvis Khansari</p> <p>Stuart Honeyball</p> <p>Perry Holmes</p>
<p>4. Create a county-wide strategic partnership board to oversee the Economic Strategy for Wiltshire and underpin the Wiltshire Public Service Board with appropriate officer groups that bring partners together to share resources and deliver on common priorities.</p>	<p>Review Wiltshire Public Service Board terms of reference, considering its role in the oversight and championing of the Economic Strategy for Wiltshire</p> <p>Implement technical officer subgroups to inform activity across the board, including on: UKSPF, One Public Estate, refugees, workforce</p>	<p>Economic strategy adopted and aligned to Local Plan</p> <p>Engaging partners on emerging economic strategy and ensuring this is adopted collectively</p> <p>Working with board and partners to champion economic opportunities in Wiltshire and make the case for investment</p>	<p>Perry Holmes</p> <p>Andy Brown</p> <p><b>Parvis Khansari</b></p> <p>Victoria Moloney</p>

		Improving communication of economic opportunities, green and investment	
5. Consider how developing a comprehensive Asset Management and Capital Investment Strategy could support future transformation and place shaping ambitions and inform future budget decisions.	<p>Create capacity within the capital programme and revenue budget that allows the development of place shaping ambitions</p> <p>Understand the future requirement of Council assets and then how these can be utilised with partners to act as a catalyst for future place shaping ambitions</p> <p>Increase financial literacy and embed the use of financial models to support business case development that underpin our capital investment decisions (e.g. on industrial estate refurbishment, asset transfers, new leisure provision)</p>	<p>Comprehensive strategy in place which is linked to and supports the funding of our place shaping ambitions</p> <p>Ongoing improvements in staff development on required skills and expected financial implications of investment decisions</p> <p>Service delivery plans and transformation business cases are clear on the level of capital required</p>	<p><b>Andy Brown</b></p> <p>Lizzie Watkin</p>
6. Review the role and function of Area Boards so that they add maximum value to your Place Shaping ambitions.	<p>Evaluate the operation of recent community area function developments – such as LHFIGs and the SEPM team structure</p> <p>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</p>	<p>Additional matched funding is levered in</p> <p>Revised SDAT policy in place and agreed programme for negotiation with town and parish councils</p> <p>Additional assets delegated Accelerated phasing of transfers</p> <p>Policy and strategy aligned to support the community</p>	<p><b>David Redfern</b></p> <p>Andy Brown</p> <p>Nic Thomas</p> <p>Perry Holmes</p> <p>Sam Howell</p>

		conversation and embed outcomes in the wider place shaping agenda	
7. Use continuing work with VCS around the emerging framework to ensure opportunities to involve them (and other partners) in developing strategies and policies are maximised.	<p>Include VCS reps in the Health and Wellbeing Board and Wiltshire Public Service Board</p> <p>Review and develop a framework for a more consistent approach for engaging the VCS at all levels of the organisation</p> <p>Promotion of Community Conversations</p>	<p>VCS reps included</p> <p>VCS strategy agreed</p>	<p>Perry Holmes</p> <p><b>David Redfern</b></p> <p>Kate Blackburn</p>
8. Continue to ensure that your approach to transformation is embedded and understood across the organisation.	<p>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> <p>Promote understanding of the gateway process, financial input required and the governance of transformation</p> <p>Continuing the lessons learned from recognised successful transformations and partnerships (FACT, Adult Transformation)</p>	<p>Service Delivery Plans in place with key priorities distilled for budget setting process</p> <p>Redesigned performance measures and quantifiable goals (targets) reporting arrangements agreed by Cabinet</p>	<p>Perry Holmes</p> <p><b>Stuart Honeyball</b></p>
9. Continue to build on the collaborative approach you’re developing around budget setting to ensure clarity on all options given the inevitable difficult decisions that lie ahead (e.g. prevention/ place).	Service planning process used to link priorities, finance, procurement and HR to inform performance goals and budget setting (including capital required for transformation) to inform future budget setting	<p>New Service Delivery Plans in place</p> <p>Changed approach moving away from one year budgeting to holding to a balanced budget over the 3</p>	<p>Andy Brown</p> <p><b>Lizzie Watkin</b></p>

	Ensure service planning and transformation programmes include plenty of scope for challenge (e.g. use of 'red teams', insight and corporate research activity)	year MTFS, with effective long term saving delivery and transformation  Regular reports on progress with transformation programme included in quarterly monitoring reports at Cabinet	
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