

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

AGS improvement actions	Current Status	
<p><i>Review contract management approaches to embed standard contract management activity; deliver policy and training to embed the Socially Responsible Procurement Policy across the Council; and strengthen our approach to working with SMEs and VCS'.</i></p>	<p>With the planned introduction of the Procurement Act 2023 in October 2024 there will be a requirement placed upon the Council to formally report at a national level contract performance where it is deemed to be poor, for those contracts deemed in scope as set out in the Procurement Act 2023. Additionally, for certain contracts, there will be a requirement for the Council to publish, annually, performance against some Key Performance Indicators. A project plan has been developed, which includes things such as tool kit and training development. During February 2024 briefings will start to take place. A review of approvals boards will also take place to ensure that decisions around contract performance are treated consistently across the organisation.</p> <p>A Socially Responsible Procurement Policy and associated action plan was agreed by Cabinet in November 2022. That policy is used and referenced in procurement activity. Work is now underway to ensure that Social Value asks within specifications links to the objectives of the Council.</p> <p>Monitoring of Social Value and its delivery will also be picked up as part of the Contract Management and performance activity as outlined above.</p>	<p>LW DB</p>
<p><i>Continue activities to embed all of the elements in Our Identity across the organisation.</i></p>	<p>This is an action on the workforce strategy action plan which is being monitored through Performance Operating Group. Activities include staff recognition events/awards linked to Our Identity, chief exec and heads of service forums briefings to reinforce expectations, learning programme designed around this and ongoing staff communications.</p>	<p>TK PM</p>

Principle B - Ensuring openness and comprehensive stakeholder engagement

AGS improvement actions	Current Status	
<p><i>Develop a renewed framework for working with the Voluntary and Community Sector</i></p>	<p>A WC led VCS conference will take place shortly to continue renewal of the framework. A co-produced strategic workshop took place in September 2023, between WC and VCS regarding the way in which the local authority delivers its commissioning processes and engagement.</p> <p>An update on Community Conversations was provided at Public Service Board – with full partner engagement and expansion of programme underway to three further areas.</p>	<p>DR RS</p>

	VCS reps are now included on HWB, WPSB & ICA and we are looking to include them in BSW C&YP Programme Board.	
<i>Implement a council-wide system for publishing officer decisions in line with the Openness of Local Government Bodies Regulations 2014</i>	Officer decision making guidance has been reviewed and published internally setting out the types of decisions which should be published in accordance with the regulations. The CivicaModGov software used for committee paper publication has been used to publish officer decisions to a dedicated portal on the council's website. The Democracy and Governance teams will be taking steps this year to roll out further support to council decision makers to embed the practice of submitting records of officer decisions for publication.	PH JM KE
<i>Review the role and function of Area Boards so that they add maximum value to our place shaping ambitions.</i>	<p>Progress against this action is linked to activity on Place Shaping. The role and function of the Area Boards in terms of Place Shaping is being considered by the emerging place shaping board.</p> <p>SEPM team structure has been recently reviewed and is agile to meet the business need.</p> <p>High levels of grant funding leverage were achieved in 2022/23. For every £1 invested, an additional £5.85 was contributed from other sources. Early discussions have commenced to ensure investment of grant funding is as effective and impactful as possible.</p> <p>A revised SDAT policy has been trialled with Westbury Town Council and learning will be taken from that process to inform future decisions around the SDAT policy and programme. Initial findings suggest that local councils are interested in the look and presentation of local spaces and therefore a more focused approach would be around services for that locality. Consideration is being given to the budget and resource implications of further or accelerated transfers particularly service based transfers."</p>	DR RS

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

AGS improvement actions	Current Status	
<i>Develop a more clearly articulated strategic narrative of place, using the Local Plan as key spatial narrative.</i>	<p>The emerging draft Local Plan (approved by Council) has been subject to public consultation in autumn 2023. This provides a spatial vision, settlement and delivery strategy which will inform place-shaping for the future of Wiltshire.</p> <p>Together with the development of the LTP this will provide the key spatial narrative.</p> <p>A Place Shaping framework is in development. Governance structures have been established (including a Place Shaping Board) and are aligned to principal settlements. Programme reporting mechanisms established.</p>	PK NT VM

	<p>The May 2023 planning peer review provides suitable assurance on direction of travel... Transformation programme established to ensure the service is structured to deliver on Planning both in terms of development Management and future special/strategic planning for the council. Delivery of Local Plan will be at the centre of new Place Shaping strategy.</p> <p>Once integration of the Local Enterprise Partnership is complete a new economic strategy will be put in place which clearly aligns with the narrative in the local plan.</p> <p>Wiltshire Developers Forum has been piloted, discussing potential applications with key consultees to support the development of good quality applications. To date the pilot forum has seen 2 Wiltshire businesses looking to develop and the lessons learned from this process are being reviewed to inform a model going forward.</p>	
<p><i>Create a county-wide strategic partnership board to oversee an Economic Strategy for Wiltshire</i></p>	<p>Integration of the Local Enterprise Partnership is underway.</p> <p>Guidance was published in December regarding expectations for business voice and economic strategy.</p> <p>Wiltshire’s draft economic strategy will be adapted to respond to this guidance in line with the timescale set out by Government. The local prospectus will be adapted to support the delivery of investment priorities in line with the guidance.</p> <p>The established UKSPF local partnership, a business led partnership, is being supported to develop into a Wiltshire economic advisory board, which in turn will provide periodic updates to the WPSB. This will be further supported by a Swindon and Wiltshire business board, in line with Government guidance.</p> <p>Plans for LEP transition include forums for business representation (FSB, Chambers etc), for land agents (investors, planning etc) and major investment proposals. We have contributed to best -practice work by CCN, Shared Intelligence and the LGA and are adapting the learning into our plans</p>	<p>PK VM</p>

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

AGS improvement actions	Current Status	
<p><i>Consider how developing a comprehensive Asset Management and Capital Investment Strategy could support future transformation</i></p>	<p>Capital Programme Improvement Board established to have greater oversight over existing and in year planned spend.</p> <p>Service delivery plans and transformation will identify capital requirements and associated payback/costs, this will be further improved together with longer term planning around all council assets in coming and future MTFS cycles.</p> <p>Asset categorisation has been completed, which will enable identification of potentially surplus assets via service reviews and greater emphasis on</p>	<p>AB LW JB</p>

<p><i>and place shaping ambitions and inform future budget decisions</i></p>	<p>where services or communities have a need for asset rationalisation/ enhancement or addition. This will be built into the MTFS cycle to allow for longer term planning on service delivery, transformation that require either maintenance of existing or rationalisation/addition of assets (assets being all e.g. IT, buildings, fleet).</p> <p>Intention to progress a renewed strategic asset dialogue with public sector partners has been impacted by lack of capacity from One Public Estate and Cabinet Office co-ordination support. However specific asset and location based discussion will continue as required through local networks. Capacity is being developed to capture future asset requirements from Council services to inform planning and the creation of a new Asset Management Strategy. External support with this process is also being explored. However extensive asset management case work and active strategic asset management continues to take place. Improvements to linkages, reporting and processes between Capital programme oversight, Asset management strategy and programmes, and Transformation portfolio oversight being explored.</p>	
<p><i>Continue to ensure the approach to transformation is embedded and understood across the council.</i></p>	<p>We are promoting understanding of the gateway process, financial input required and the governance of transformation, and continue to draw on the lessons learned from recognised successful transformations and partnerships such as FACT and Adult Transformation, as well as introducing a resident-derived principles into service planning based on our work on Community Conversations.</p> <p>Significant revisions to the Transformation Planning Group (TPG) process are underway in response to feedback from both service users and TPG members. These improvements aim to significantly reduce the lead time between proposal and action, and make better use of technology and automation tools – prototype is in development at time of writing.</p> <p>New Programme Pipeline status reporting dashboard created for Transformation Board members is now being used.</p> <p>Transformation team structure has been reviewed and implemented to ensure it meets the needs of the Transformation “offer” to services, with new roles introduced to increase the breadth of skills available for each project.</p> <p>A suite of interrelated strategies is in development through collaboration between ICT, Transformation and IG. This includes Digital, Transformation, Cyber Security, AI, and Data strategies. These strategies are informed by the output from our Transformation programmes to ensure cross-visibility, for example the Tech-Enabled Care workstream of our Adult Social Care transformation programme has a direct input into how ICT service is shaped to provide support to vulnerable residents using the technology, resulting in a proposal to make our ICT service provision accessible to these residents directly, i.e. a new external ICT support offer.</p>	<p>SH PH MN</p>
<p><i>Focus on wider external partnership opportunities</i></p>	<p>Meetings with ICB and LA CEOs and other officers continue, highlighting the need for alignment in commissioning wherever possible. We continue to lead and participate in forums such as SW ADCS, SW ADASS and national conferences.</p>	<p>AB</p>

<p><i>that will help take Wiltshire forward</i></p>	<p>Successful DfE bids to pilot new innovations continue, the latest being the involvement of CAFCASS in pre-proceedings. We are also through to stage 2 of the fostering recruitment and retention pilot, which is a lead role for the South West.</p> <p>Good practice example in children’s social care published in CCN Spotlight. Participation in networks continues, with the notable additions of hosting the LG Challenge and participating in the SW Challenge.</p> <p>Early discussions continue with neighbouring authorities in the context of the shifting devolution agenda, with central government officials appraised as appropriate. This may lead to further discussion on shared services in due course.</p> <p>The council is supporting peer challenges across the country.</p>	
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Principle E - Developing capacity, including the capability of the Council’s leadership and the individuals within it

AGS improvement actions	Current Status	
<p><i>Rollout training and awareness on decision making processes</i></p>	<p>Guidance on the council’s decision-making processes has been developed and is available on the corporate intranet. Directors and Heads of Service have been briefed.</p>	<p>PH JM</p>
<p><i>Measure the impact of the leadership and development programme and other interventions on retention and promotion.</i></p>	<p>This will be included in HR Performance Operating Group (POG) metrics, and will be reviewed bi-annually to ensure high-performance.</p>	<p>TK</p>

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

AGS improvement actions	Current Status	
<p><i>Review the corporate assurance framework for performance, risk and service delivery</i></p>	<p>A comprehensive review of risk management processes, including a detailed internal audit, has taken place. Good progress is being made implementing the agreed action plan, including the launch of an improved risk register and creation of a new Risk Working Group. An update on the proposed revisions to the risk policy will be provided as a separate part of the agenda.</p>	<p>PH MN</p>
<p><i>Build on the collaborative approach to budget setting, aligning organisational processes more closely to the outcomes in the</i></p>	<p>An outcome-based process has been developed ensuring directorate level service plans link clearly with Business Plan principles. Service planning processes will be used to link priorities, finance, procurement and HR to inform both performance goals and budget setting (including capital required for transformation).</p> <p>A new portfolio management approach which includes organisational level prioritisation and governance arrangements is</p>	<p>AB LW</p>

<p><i>Business Plan to ensure a focus on the resources used and outcomes to be achieved</i></p>	<p>being implemented to align corporate programmes and transformation activities with the Business Plan and ensure benefits realisation.</p> <p>As part of service planning and transformation programmes we are including scope for challenge through use of insight and corporate research activity and programme governance. Regular reports on progress with transformation programme are included in quarterly monitoring reports at Cabinet.</p> <p>The culture of collective financial management, open challenge & delivery continues. Testament to this is at the 2023/24 Q1 position the Council is forecasting a small overspend of £311K, with a budget gap, mainly down to inflation, rising to £7m by 2025/26.</p> <p>Saving delivery targets/plans are reported and managed through services and linked in to transformation programmes and POBs/POGs. They are reported to Cabinet as part of the overall budget monitoring reports, detailing progress; which is good at over 84% either delivered or on track.</p>	
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Principle G - Implementing good practices in transparency, reporting and audit to deliver accountability

AGS improvement actions	Current Status	
<p><i>Review how performance can be communicated to the public to deliver maximum openness and transparency, including financial information as part of this.</i></p>	<p>A new and common approach to communication of performance as well as publishing open data is being explored through our Data & Insight team, and the Oracle project be will in time be able to provide new and expanded process performance and compliance measures. Incorporation of appropriate resident engagement is being considered as part of the regular service planning approach.</p> <p>The annual service planning review process was initiated in June 2023. The more holistic process included mapping planned activities as mitigating actions for corporate and strategic risks, and a review of corporate performance targets. Services identified financial requirements, as well as identifying their planned transformation activities for the period, and anticipated support required from HR, Finance, and Transformation resources.</p> <p>The Executive Office has begun taking an enhanced role in the already successful POB/Gs, improving the groups' use of horizon scanning and drawing on service plans more frequently. There is good Cabinet engagement with data, with standing agenda items proving a success and a good example of officer and elected member cohesion. The Exec Office and BI team are exploring transition of the Corporate Performance Scorecard to a Power BI dashboard.</p>	<p>SH MN</p>
<p><i>Assess progress in delivery against the revised statutory</i></p>	<p>Consultation on the draft revised statutory guidance has taken place. Wiltshire Council has considered the proposals and responded to the consultation. The draft revised statutory</p>	<p>PH MN</p>

guidance on the Best Value duty	guidance refers to participation in corporate and other peer reviews as powerful means of assurance. Once final guidance is issued the council will reappraise it and ensure appropriate arrangements are in place to meet the requirements.	
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Initials

AB: Andy Brown, Corporate Director of Resources and Deputy Chief Executive

TK: Tamsin Kielb, Director, HR and OD

PK: Parvis Khansari, Corporate Director, Place

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

PH: Perry Holmes, Director, Legal and Electoral Services

NT: Nic Thomas, Director, Planning

JB: James Barra, Director, Assets

LW: Lizzie Watkin, Director, Finance

SH: Stuart Honeyball, Director, Transformation

DB: Deborah Bull, Procurement

PM: Paula Marsh, HR Senior Strategic Business Partner

RS: Rhys Schell, Strategic Engagement and Partnerships

JM: Jo Madely, Deputy Monitoring Officer and Head of Legal Services

KE: Kieran Elliott, Democracy Manager

MN: Martin Nicholls, Executive Office

VM: Victoria Moloney, Head of Economy and Regeneration