

# AGENDA SUPPLEMENT (1)

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**Meeting:** Overview and Scrutiny Management Committee  
**Place:** The Kennet Room - County Hall, Trowbridge BA14 8JN  
**Date:** Tuesday 20 November 2018  
**Time:** 10.30 am

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The Agenda for the above meeting was published on ***12 November 2018***. Additional documents are now available and are attached to this Agenda Supplement.

Please direct any enquiries on this Agenda to Kieran Elliott, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 718504 or email [kieran.elliott@wiltshire.gov.uk](mailto:kieran.elliott@wiltshire.gov.uk)

Press enquiries to Communications on direct lines (01225)713114/713115.

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6 **Corporate Peer Challenge Update (Pages 3 - 18)**

DATE OF PUBLICATION: 13 November 2018
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**Wiltshire Council**

**Overview and Scrutiny Management Committee**

**20 November 2018**

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## **Corporate Peer Challenge Action Plan Update**

### **Purpose**

1. To provide the committee with an overview of the activity undertaken in respect of the agreed actions following the Corporate Peer Challenge in Wiltshire which took place at the end of the last calendar year.

### **Background**

2. Following the formation of a new council in 2017 and the agreement of a new 10-year business plan the council invited the Local Government Association (LGA) to arrange a Corporate Peer Challenge (CPC) for Wiltshire.
3. CPCs are improvement focused and are tailored to meet individual councils' needs, designed to complement and add value to a council's own performance and improvement. They are not inspections and do not provide a detailed diagnosis or scored assessment.
4. The LGA put together an expert team from other local authorities who reviewed a range of documents and information before spending four days in Wiltshire in November 2017. During their time at the council the group spoke to more than 130 individuals including councillors, staff and partners; attended more than 40 visits and meetings; collectively spent more than 260 hours investigating and deliberating to reach their conclusions.
5. The Peer Team reported that the council had strong and accessible political leadership; that stakeholders are clear about what the council stands for; that the council has an ambitious business plan; that the council benefits from a committed workforce who are well engaged; that there is a strong record of financial management in the council; that the council has overseen a very good recovery in Children's Services since 2012.
6. Additionally, the Peer Team made some observations, suggestions and recommendations about how the council might improve.
  - To enable the most effective delivery of its Business Plan the council should seek to clarify and quantify its key priorities. Sharper focus should be brought to organisational delivery and resource allocation which underpin this.

- 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.
- 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 realised
- 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
- 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 organisationally owned and more likely to be delivered as a consequence
- 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
- Ensure that both the council and corporate leadership team (CLT) themselves invest sufficient time in focussing 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.

7. Cabinet approved an action plan in March 2018 based on the CPC report. This report provides an update against that action plan. An updated version of the action plan is provided at appendix A.

### **Key developments since the peer review**

8. The council has introduced a revised methodology for service planning. The focus of which has been to ensure that planned programmes, projects and actions are linked to the council's business plan. The process also helps to ensure all business plan commitments are being worked on and to avoid duplication of effort and resource. The new approach has entered its second year. The new planning approach has helped form a new corporate performance framework that allows the council's leadership to better judge the progress towards achieving the aims of the business plan.

9. The commercialism and digital agendas are now supported by new strategies and new staff. A new Director of Growth and Investment has been appointed and consideration is being given to other staffing changes that might be required to boost the council's ability to operate in a commercial way. This may include recruiting those with relevant skills but also involves building those skills in existing staff. The Council's new Leadership and Management Programme includes elements of commercialisation with an understanding that this filters through the organisation as current and future leaders are trained. The next edition of the leadership programme, starting in spring 2019, will include a module on commercialisation.
10. An important element of the implementation of the digital strategy has been the awarding of the contract to Microsoft (MS) to jointly deliver the outcomes of a five-month review. Working in partnership with MS will enable the council to resource and build long-term capacity to deliver a significant cultural and technical change to the way the organisation operates and serves its customers.
11. Going above and beyond the recommendations of the peer challenge a new post has been created to promote adoption and change management for the digital programme across council. The new role focuses on achieving efficiencies across services using new platforms as well as exploiting existing solutions; making the best of solutions already in place. In addition, work is ongoing to develop a programme of training and learning to ensure that staff are aware of, and able to utilise, the opportunities presented by digital transformation.
12. A significant Community Working Review has been completed. Although the review and subsequent action plan is still to be published there is likely to be a focus on providing a clear programme of devolution to communities, introducing multidisciplinary, multi-agency team approach to responding to community need. Transfers of assets will continue through Area Boards and transfers of packages of assets and services to town councils is now supported by a new policy.
13. The Adult Social Care Transformation Board has expanded its priorities to include a second phase which will focus on mental health and learning difficulties. The Board has expanded its membership and is working across a multi-agency agenda to improve outcomes for the residents of Wiltshire. The Board is also considering life course approaches with an emphasis on prevention, reducing inequalities and preventable illness and disease in later years. A key part of this is to look at transitions; not just children to adults, but also transitions through adulthood, such as following an illness or post retirement.
14. The Council's Adult Services are being supported by a joint commissioning team, led by a new Director of Commissioning who started in spring 2018, that also support Children's services. The new joint service has worked with local providers to create a new framework, helping to shape the market, for providing Help to Live at Home services which is due to go live in Autumn 2018. Commissioning is also a focus for the new Directors of Adult Services who are working with the Clinical Commissioning Group to devise and implement joint place based commissioning.

15. Specific needs across the county are being reviewed in a Bed Audit of specialist care. Once complete the audit will inform a new county-wide accommodation strategy expected in Spring 2019.
16. Changes in circumstances have meant that a joint strategic post with the clinical commissioning group was not possible. The council's senior leadership has been reorganised in order to make best use of existing resources.
17. A new local plan is being developed that will consider a number of strategic sites across the county for the development of homes. These sites will concentrate on areas of need. Consultation on the new plan starts in October 2018 and Area Boards will be briefed as part of that consultation. In addition, a specific bid has been developed and submitted to the Housing Revenue Account for borrowing approval to develop 49 units. The result of the bid should be known by the end of the year.
18. The Corporate Leadership Team (CLT) are now scheduled to meet fortnightly as a Corporate Director team, and as a wider CLT (including statutory directors). This results in increased time spent developing as a team but also on discussing and agreeing actions relating to the strategic agenda. The Corporate Directors have agreed shared objectives for cascading to the extended leadership team, and whole council. These weekly meetings have however been impacted by events in Salisbury this year.
19. The Corporate Directors are now provided with professional advice and challenge from the Directors in the discharging of their statutory responsibilities and this is supporting and informing strategic decision making and delivery of the business plan priorities.
20. The Corporate Directors are now receiving leadership development and coaching as a team and individually. This is being provided as part of a schedule of development by an external expert.

## **Recommendations**

21. The Overview and Scrutiny Management Committee note the progress against the Corporate Peer Review Action Plan described above and in Appendix A.

**Dr Carlton Brand, Terence Herbert, Alistair Cunningham**

**Corporate Directors**

Corporate Peer Challenge – Action Plan (Agreed March 2018) Update October 2018

Recommendation	Action	Measure of success	Time-scale	Lead(s)			Update
				Cllr	CD	D	Oct 2018
<b>Main Recommendations</b>							
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	'Plans for change' in place with key priorities distilled for budget setting process	Jan 2018	Cabinet	CB AC TH	RT BH JP	<p>Plans for change to be reviewed in all services during September.</p> <p>The Council's MTFP underpins the business plan in totality. We are working towards it being a financial representation of the business plan in structure and format.</p> <p>Financial performance is monitored monthly against agreed budgets and reported quarterly to members.</p>
		<p>Redesigned performance measures and reporting arrangements agreed by cabinet</p> <p>Managers have performance linked cascaded objectives</p>	Jan 2019	Cllr PW	CB AC TH	JP RT	<p>First draft of new corporate performance framework (CPF) has been completed. There will be changes in the following 12 months due to transformation in key services.</p> <p>Scrutiny will review the CPF in December 2018 and cabinet Performance and Risk report will be based on the CPF. A revised corporate performance and risk policy will be reviewed by Cabinet early in 2019.</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.	Agree commercial strategy and appetite for risk/investment. Review approaches across	Commercial Strategy agreed by cabinet; with resources to deliver (encompassing user needs, multi-disciplinary team skills and uptake of services).	Feb 2018	Cllr PW	AC	BH SH	Cabinet agreed a new commercial policy in February 2018.
	Clarify the commercial skills, knowledge, behaviours and expertise required UK.	Staff are clear in respect to required skills, capabilities and expectation of income	Mar 2018	Cllr PW	AC	BH AR	A Director of Growth and Investment has been appointed and consideration being given to staffing requirements.
	Increase financial literacy and use of financial models to effectively support business case development	Heads of Service understand true cost of all services	Mar 2018	Cllr PW	AC	BH JP	HR&OD building elements of commercial awareness into internal leadership and development programme  A finance module has been part of the internal leadership and management programme since its inception for both the aspiring and developing manager programmes  A commercial module will be explored and developed for the next cohort of managers – the next programme will be starting April 2019
	Review fees and charges policy across the council, and maintain on an annual basis	New fees and charges agreed as part of council budget annually	Feb 2018	Cllr PW	AC	BH	Fees and charges considered as part of annual budget on a service by service basis. A fundamental review is planned.



	Agree narrative for Digital Strategy, aligning programs to address core challenges	Services, teams and staff are clear about the purpose and outcomes of the Council's Digital Strategy and what this means for them and their customers.	Aug 2018	Cllr PW Cllr AO	CB	RT	The Council has awarded contract to Microsoft to joint deliver a significant digital change programme (business case agreed by cabinet in June 2018). Within this is a significant emphasis upon adoption and Change management that is critical to the take up and success of the programme.
	Clarify the digital skills, knowledge, behaviours and expertise required	Services that are engaged with the Digital programme plan and implement programmes of adoption and change.	Mar 2018	Cllr PW Cllr AO	CB	RT JP	A Business Partner – OD Transformation has been appointed to support the digital programme and deliver the adoption and change management workstream, ensuring services and staff are engaged with the programme and the relevant changes embedded to enable the organisation to transform. A programme of organisational development will be developed to ensure staff have the opportunity to access support to develop digital skills, and a new behaviours framework to support delivery of the programme will be launched to support staff in developing and understanding the behaviours needed to adopt the change.

	<p>Increase use of data and analytics and embed digital service Design Standards in redesign</p>	<p>GDS service design standards will be embedded within the new platform, Customer Relationship Management (CRM) software. As part of the Cloud Navigator programme a technical design authority will be created of which agreeing and ensuring design standards will be a feature.</p> <p>Through a data intelligence pilot programme being undertaken through the Cloud Navigator programme the Council will be able to create a data management and insight strategy.</p>	<p>TBC</p> <p>Sep 2020</p>	<p>Cllr PW Cllr AO</p>	<p>CB</p> <p>CB</p> <p>CB</p>	<p>RT</p>	<p>Microsoft Cloud Navigator programme has a project which will pilot the technology and skills to bring greater data insight to the Council.</p> <p>The key focus areas for the programme are: Robotic process automation (RPA) pilot due by Jan 2019.</p> <p>Design replacement for MyWiltshire (customer platform) – starting October 2018.</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>Cloud Navigator programme in partnership with Microsoft to be fully implemented GDS standards embedded in work undertaken</p>	<p>Sept 2020</p>	<p>Cllr PW Cllr AO</p>	<p>CB</p>	<p>RT LB BH</p>	<p>Design and build of customer relationship management (CRM) tool for customer service</p> <p>The adoption and change workstream within the Cloud Navigator programme will have a remit to work with, for example our Community Engagement Officers and Communications team to promote the awareness and take-up of the new platform</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	Review all remaining discretionary services to determine which may benefit most from devolution ('local-first' approach).	Devolution of remaining discretionary services and budgets	Apr 2018	Cllr JT Cllr PW	AC	RT LB TC PK SH	Community working review completed setting out changes and recommendations for Cabinet. Proposing the introduction of a devolution programme.
	Establish with CEMs collaborative teams of front line services, partners, local VCS and economic groups.	Multi-agency community team approach in place, mobilising community assets and volunteers, transferring assets and services.	Dec 2018	Cllr JT	CB	LB	Community working review proposed the introduction of a multi- agency and multi-disciplinary community team approach.
Page 11	Project bank audit of each community area. Support health and wellbeing groups to expand support.	Additional projects in place. More themed interactive meetings, shorter formal AB meetings.	Dec 2018	Cllr JT	CB	LB	
	Ensure that social care reviews adopt a community-led approach to appropriate areas of service.	Localisation of adult social care service and children social care integration through the reviews	Dec 2018	Cllr JW	CB AC TH	TD LT EL CE HJ	

<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>Mar 2018</p>	<p>Cllr PW</p>	<p>CB AC TH</p>	<p>RT, BH JP</p>	<p>Plans for Change in place. Finance team involved in ensuring budgetary considerations are part of the planning process. Next iteration of services plans due to be finalized in November 2018.</p>
		<p>Full Council agree budget closely allied to service change plans</p>	<p>Mar 2018</p>	<p>Cllr PW</p>	<p>CB AC TH</p>	<p>JP BH RT IG</p>	<p>Comprehensive MTFS annually that reflects Business Plan changes. Reporting is targeted to better identify performance issues leading to any variances and to try to deliver year end expenditure on line with budgets.</p>
<p>6. 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</p>	<p>Investment in appropriate capacity</p>	<p>Strong programme office support in place with breadth of capacity and capability in ASC transformation team</p>		<p>Cllr JW</p>	<p>CB AC TH</p>	<p>TD CE HJ EL</p>	<p>Opportunities developing to take advantage of a single case management system and a single team to support it.</p>
	<p>Delivery of Front Door elements of ASC transformation programme</p>	<p>As defined in business case</p>	<p>Apr 18</p>	<p>Cllr JW</p>	<p>CB AC TH</p>	<p>TD</p>	<p>ACT Board has expanded its membership and is working across a multi- agency agenda to improve outcomes.</p>

<p>Approach integration of DASS post with health carefully, doing so from a position of strength and clear priorities set across the two agencies</p> <p>13</p>	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	Commissioning of a new Help to Live at Home Alliance (framework agreement) for care providers to go live in Autumn 2018. This has been co-produced with local providers and is a basis for all aspects of market influence and development, including workforce recruitment, retention and development. Working closely with the market to co-produce market shaping strategies across children and adults' services.
	Scope joint commissioning arrangements	Commissioning staff co- located	2018	Cllr JW	CB AC TH	As part of transformation Directors are in discussion with the CCG to look at joint place based integrated commissioning.
	Examine the potential for alliance contracting	Framework agreed with partners	2019	Cllr JW		
	Undertake due diligence on joint post	Joint DASS/ CAO post in place with NHS Wiltshire	2018	Cllr JW	CB AC TH	Due diligence undertaken on joint post. A change of circumstance meant a revised approach to tier one management structure was required. This is now in place making best use of existing resources.

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	New local plan and HRA business plan focuses development in fewer places	2020	Cllr TS Cllr RC	AC	TM SH	<p>The initial informal consultation with stakeholders on the Local Plan commences in October.</p> <p>The Local plan will consider a number of strategic sites that will concentrate development in areas of known need.</p> <p>Specific bids submitted to The HRA for borrowing to develop housing units. Results expected late in the year.</p>
	Use area boards to explain and champion local delivery	Fewer objections to significant local developments	2020	Cllr JT Cllr RC	AC	TM LB SH	Area Boards will be briefed as part of the initial consultation.

<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"> <li>• Empowered: CLT are empowered to make the organisational decisions they deem necessary to deliver on the Council's priorities and policies</li> <li>• Time and Space: CLT commit a sizeable portion of their individual time working as a leadership team on the strategic council wide agenda</li> <li>• Team Development: CLT prioritise investment in their collective leadership development so they are able to act as a collegiate team that leads organisationally</li> <li>• Performance Management: CLT implement a Corporate Performance regime clarity in terms of success criteria and the culture, processes</li> </ul>	<p>Regular CD away days in calendar Development Programme developed for CLT established</p> <p>Redesigned performance reporting arrangements agreed by cabinet, with systems in place to drive sustainable performance improvement</p>	<p>Dec 18</p> <p>Dec 17</p> <p>Feb 18</p>	<p>CB AC TH</p> <p>CB AC TH</p> <p>CB AC TH</p> <p>CB AC TH</p>	<p>IG BH RT</p> <p>JP</p> <p>JP</p> <p>RT JP BH</p>	<p>Leaner CLT now reflects the revised senior management structure. Resulted in increased resilience and strategic capacity</p> <p>CLT moved to fortnightly meetings – more time spent on the strategic agenda. CDs have agreed shared objectives.</p> <p>CDs are receiving leadership development and coaching from an external expert.</p> <p>Plans being developed to provide leadership development to all in the extended leadership team.</p> <p>New Performance and Risk policy to be approved by Cabinet in next six months. Will include CD level scorecards that link to council's business plan, service planning and corporate performance reporting – a whole organization approach</p>
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<ul style="list-style-type: none"> <li>• Wicked issues: Identify a number of cross cutting issues/ opportunities that create the opportunity for organisational and system wide collaboration</li> </ul>	<p>Cross service initiatives are delivered with programme office and systems thinking support – key work programs already agreed or in progress are Social Mobility and High Frequency Contacts (HFC)</p>	<p>Mar 18</p>		<p>CB AC TH</p>	<p>RT JP BH</p>	<p>Both the digital and commercialism programmes are working across the council and bringing single solutions into different areas of the council. There are currently 140 apprentices employed, with a further 9 to start. Degree level apprenticeship training that support succession planning and individual career aspirations and are set to follow later this year.</p>
<ul style="list-style-type: none"> <li>• Transformative Learning: An environment is set where active learning is valued as a means of Improvement, reflection leading to continuous performance improvement</li> </ul>	<p>Increase in apprenticeships and formal learning uptake and participation</p>	<p>Feb 18</p>		<p>CB AC TH</p>	<p>JP</p>	<p>Our internal programme of learning &amp; development has grown to include apprenticeship training and a leadership and management programme aimed at aspiring and developing managers. This is alongside a range of face to face training and facilitated learning supported by an eLearning platform provided by Learning Pool. Bespoke training and workshops to support transformational programmes are also being developed on request and added to the corporate offer where appropriate.</p>



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.	Sep 2018	Cllr PW	AC	RT IG TM LB SH	Single assets are being transferred to parishes and third sector organisations through area boards. A Service
Page 17	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.	Clear list of potential assets for transfer available  Consider and define approach  Parish Council’s collaborate on devolution agreements	Jan 2018	Cllr JT Cllr PW	AC	RT LB TM SH	Devolution and Asset Transfer Policy was approved by Cabinet in November 2017 and allows for packages of assets and services to be devolved to Wiltshire’s towns.

<p>The council should consider its assets and capabilities in terms of how it should intervene in housing delivery</p>	<p>Examine business case for new local housing company</p> <p>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.</p>	<p>Local housing company up established on a sound basis</p> <p>Housing needs assessment completed</p>	<p>2019</p> <p>Jun 2018</p>	<p>Cllr RC</p> <p>Cllr RC</p>	<p>AC</p> <p>AC</p>	<p>SH</p> <p>HJ</p>	<p>External advice has been sought on the business plan for a Local Housing Company and should be available in November 2018.</p> <p>A bed audit of extra care, residential &amp; nursing homes, supported living and hared lives (for adults) is underway. This will lead to a new accommodation strategy expected in February 2019.</p>
<p>Review commissioning, procurement and contract management arrangements with a detailed improvement plan.</p>	<p>Undertake a systemic review including systems, data, information, reporting, staff development, and organization. Agreed a full suite of performance measures</p>	<p>Director of Commissioning in place</p> <p>Detailed review complete with clear roles and responsibilities across the commercial cycle involving commissioning, procurement and contract management.</p>	<p>Feb 18</p> <p>Sep 18</p>	<p>Cllr JW</p> <p>Cllr JW</p>	<p>TH</p> <p>TH</p>	<p>HJ</p> <p>BH</p>	<p>Director of Commissioning, Helen Jones, started May 2018</p>