

At iCorporate Peer Challenge – Action Plan (Agreed March 2018) Update June 2019

Recommendation	Action	Measure of success	Time-scale	Lead(s)			Update
				Cllr	CD	D	June 19
Main Recommendations							
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	Sept 2019	Cabinet	CB AC TH	RT BH JP	<p>Clear outcomes are being developed to ensure delivery on the Business Plan Priorities</p> <p>Outcomes are supported by Outputs with robust delivery plans, fully resourced. These will replace service plans and give direct connection straight through to individual appraisal targets</p> <p>KPIs at outcome and output levels will ensure robust performance management</p> <p>The Council is developing a 3 year budget strategy that will be based on a budget build approach using the delivery plans as foundations.</p> <p>Comprehensive quarterly reporting to Cabinet and Scrutiny covering financial, risk, performance and assurance.</p> <p>This is supported by monthly financial reporting to Corporate Leadership Team</p>

		Redesigned performance measures and reporting arrangements agreed by cabinet Managers have performance linked cascaded objectives	Jan 2019	Cllr PW	CB AC TH	JP RT ee	The KPIs for Outcomes and Outputs will form the basis for corporate performance management. A robust Performance & Risk Policy has been approved by Cabinet having been through Audit Committee Output delivery plans will cascade directly to individual appraisal targets
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. A Commercialisation Task group has been set up by Scrutiny to shape and drive the whole approach to commercialisation A framework for assessing services in the context of the commercialisation is in March cabinet agreed the approach to commercial investment and has agreed £ 10m a year provision in the capital programme for the next five years

	<p>Clarify the commercial skills, knowledge, behaviours and expertise required UK.</p>	<p>Staff are clear in respect to required skills, capabilities and expectation of income</p>	<p>June 2019</p>	<p>Cllr PW</p>	<p>AC</p>	<p>BH AR</p>	<p>A Director of Housing and Commercial has been appointed which focusses the commercial approach to Assets and Investments.</p> <p>A Trading Services Manager post has been established and filled. This focusses on commercial trading with schools.</p> <p>HR&OD building elements of commercial awareness into internal leadership and development programme</p> <p>A commercial module will be explored and developed for the next cohort of managers – the next programme will be starting April 2019</p>
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	<p>Increase financial literacy and use of financial models to effectively support business case development</p>	<p>Heads of Service understand true cost of all services</p>	<p>June 2019</p>	<p>Cllr PW</p>	<p>AC</p>	<p>BH JP</p>	<p>Generic Financial Trading Accounts have been developed to support assessment of services</p> <p>Investment models are in development to support decision making</p> <p>The financial elements of business cases have been fed into the development of corporate business case development</p> <p>A finance module has been part of the internal leadership and management programme since its inception for both the aspiring and developing manager programmes</p>
	<p>Review fees and charges policy across the council, and maintain on an annual basis</p>	<p>New fees and charges agreed as part of council budget annually</p>	<p>Sept 2019</p>	<p>Cllr PW</p>	<p>AC</p>	<p>BH</p>	<p>Fees and charges considered as part of annual budget on a service by service basis. A fundamental review is planned as part of the development of a three year Budget Strategy</p>

	<p>Agree narrative for Digital Strategy, aligning programs to address core challenges</p>	<p>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.</p>	<p>July 2019</p>	<p>Cllr PW Cllr AO</p>	<p>CB</p>	<p>RT</p>	<p>An IT and Digital Strategy has been approved by Cabinet and the increased funding has been approved by Council.</p> <p>The strategy scope includes all services and programs to ensure alignment and resourcing.</p> <p>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.</p>
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	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.
	Increase use of data and analytics and embed digital service Design Standards in redesign	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.	TBC Sep 2020	Cllr PW Cllr AO	CB CB CB	PD	<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</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.					2018.
	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	Cloud Navigator programme in partnership with Microsoft to be fully implemented GDS standards embedded in work undertaken	Sept 2020	Cllr PW Cllr AO	CB	RT BH PD	Design and build of customer relationship management (CRM) tool for customer service 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
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 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	DR	Community working review proposed the introduction of a multi- agency and multi-disciplinary community team approach.
	Project bank audit of each community area. Support health and wellbeing groups to expand support. Ensure that social care reviews adopt a community-led approach to appropriate areas of service.	Additional projects in place. More themed interactive meetings, shorter formal AB meetings. Localisation of adult social care service and children social care integration through the reviews	Dec 2018 Dec 2018	Cllr JT Cllr JT	CB CB AC TH	DR TD LT EL CE HJ	We are considering public health being more embedded in community areas boards. The community led approach for social care should be applied across the board to help improve health and wellbeing outcomes not just for social care, but for the wider determinants also.

<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>Sept 2019</p>	<p>Cllr PW</p>	<p>CB AC TH</p>	<p>RT, BH JP</p>	<p>Development of clear outcomes to ensure delivery on the Business Plan Priorities</p> <p>Outcomes supported by Outputs with robust delivery plans, fully resourced. These will replace service plans and be the foundations for the building of the 3 year budget.</p> <p>Each Output delivery plan will have clear accountability to a Director. This is vital as more than one service will be required to feed into these delivery plans.</p>
		<p>Full Council agree budget closely allied to service change plans</p>	<p>Mar 2019</p>	<p>Cllr PW</p>	<p>CB AC TH</p>	<p>JP BH RT IG</p>	<p>Full Council will agree a 3 year budget which will have been built up from output delivery plans which underpin the Business Plan.</p>

<p>5. 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 JT</p>	<p>CB AC TH</p>	<p>TD CE HJ EL</p>	<p>Current care management system in adult care will be replaced with new system in November 2019. This is the same system used by Childrens social care which will allow more effective data sharing.</p> <p>Have brought in Glenesk to add capacity to the transformation of commissioning HJ</p>
	<p>Delivery of Front Door elements of ASC transformation programme</p> <p>Secure a market management strategy as a priority including securing and retaining appropriate skills</p>	<p>As defined in business case</p> <p>Strategically managed diverse and sustainable market is in place</p>	<p>Apr 18</p> <p>April 20</p>	<p>Cllr JT</p> <p>Cllr JT</p>	<p>CB AC TH</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. New Advice and Contact team now in place working alongside Adults Multi-Agency Safeguarding hub. Further virtual partners will be identified to maximise partnership working in addition to police and health agencies.</p> <p>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.</p> <p>Working closely with the market to co-produce market shaping</p>

Approach integration of DASS post with health carefully, doing so from a position of strength and clear priorities set across the two agencies	Scope joint commissioning arrangements	Commissioning staff co- located	2018	Cllr JT	CB AC TH	strategies across children and adults' services. 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 JT		
	Undertake due diligence on joint post	Joint DASS/ CAO post in place with NHS Wiltshire	2018	Cllr JT	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	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>Homes England funding secured for phase 2 of Council house build programme. Lifting of HRA borrowing cap enables significant increase in programme to be reported to October Cabinet</p>
	Use area boards to explain and champion local delivery	Fewer objections to significant local developments	2020	Cllr JT Cllr RC	AC	SH	Southern area boards have been attended to explain affordable housing opportunities and especially community led housing

<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"> • Empowered: CLT are empowered to make the organisational decisions they deem necessary to deliver on the Council's priorities and policies 	<p>Regular CD away days in calendar Development Programme developed for CLT established</p>	Dec 18	<p>CB AC TH</p>	<p>IG BH RT</p>	<p>Leaner CLT now reflects the revised senior management structure. Resulted in increased resilience and strategic capacity</p>		
	<ul style="list-style-type: none"> • Time and Space: CLT commit a sizeable portion of their individual time working as a leadership team on the strategic council wide agenda 		Dec 17			<p>CB AC TH</p>	<p>JP</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>
	<ul style="list-style-type: none"> • Team Development: CLT prioritise investment in their collective leadership development so they are able to act as a collegiate team that leads organisationally 		Feb 18			<p>CB AC TH</p>	<p>JP</p>	<p>Plans being developed to provide leadership development to all in the extended leadership team.</p>
	<ul style="list-style-type: none"> • Performance Management: CLT implement a Corporate Performance regime clarity in terms of success criteria and the culture, processes 	<p>Redesigned performance reporting arrangements agreed by cabinet, with systems in place to drive sustainable performance improvement</p>		<p>CB AC TH</p>	<p>RT JP BH</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>		

	<ul style="list-style-type: none"> •Wicked issues: Identify a number of cross cutting issues/ opportunities that create the opportunity for organisational and system wide collaboration 	<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.</p> <p>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"> • Transformative Learning: An environment is set where active learning is valued as a means of Improvement, reflection leading to continuous performance improvement 	<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 & 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 SH	Single assets are being transferred to parishes and third sector organisations through area boards. A Service
	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 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>It is intended to report to July cabinet with detailed proposals to establish local housing company, local development company.</p> <p>A bed audit of extra care, residential & nursing homes, supported living and shared lives (for adults) is underway. This will lead to a new accommodation strategy expected in February 2019.</p> <p>Draft accommodation strategy in place. Next phase is to develop an Estates Strategy</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>June 19</p>	<p>Cllr JW</p> <p>Cllr JT</p>	<p>TH</p> <p>TH</p>	<p>HJ BH</p>	<p>Director of Commissioning, Helen Jones, started May 2018</p> <p>A comprehensive improvement plan is in place for the Strategic Procurement Hub, this includes the contract management arrangements.</p> <p>The roles and responsibilities within SPH have been reviewed and a new structure is in place.</p> <p>Consultation is completed for Brokerage restructure. Consultation for wider commissioning restructure to begin at end of June HJ</p>