

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 on the 24th February 2025 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 a toolkit and training development. A draft contract management policy and tool kit has been developed. Shortly we will trial it's use on some contracts to test its suitability. Following that testing action will be taken to roll it out 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 has been completed that allows us to 'match' what social value we have been offered via our contacted services to community projects across the Council footprint. This is in its infancy but so far the outputs have been positive.</p>	<p>LW DB</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 joint WC and VCSE conference was held in November 2024, focussed on the strategic relationship between the partners. This successful and well attended event set the foundations for the delivery of the VCSE/ WC framework, with a multi-stakeholder steering group now in place to oversee its delivery.</p> <p>VCSE reps are included on HWB, WPSB & ICA and we are looking to include them in BSW C&YP Programme Board.</p>	<p>DR RS</p>
<p><i>Implement a council-wide system for publishing officer decisions in line with the Openness of Local Government</i></p>	<p>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.</p>	<p>PH JM KE</p>

Bodies Regulations 2014		
Review the role and function of Area Boards so that they add maximum value to our place shaping ambitions.	The role and future function of Area Boards within Place shaping remains under consideration. A maturity matrix to assess impact and performance of the Area Boards is being developed, that will measure delivery against key council objectives. Area Boards continue to deliver connectivity to communities through the local partnership model, that provides local decision making, intelligence sharing and transparent funding investment.	DR RS
Report annually on the performance of key partnerships to Audit and Governance Committee	An update is being prepared for the meeting of the Audit and Governance Committee in July.	PH MN

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

AGS improvement actions	Current Status	
Develop a more clearly articulated strategic narrative of place, using the Local Plan as key spatial narrative.	<p>The emerging draft Local Plan (approved by Council) was submitted to the Secretary of State in November 2024. The Plan will be independently examined in 2025. 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. Governance structures have been established (including a Place Shaping Board) and are aligned to principal settlements. Programme reporting mechanisms established.</p> <p>A two-year transformation programme for the Planning service has been established to ensure the service has effective processes, procedures, decision-making and resources to deliver the council's place-shaping ambitions. Delivery of the Local Plan will be at the centre of the council's place-shaping strategy.</p> <p>A new economic strategy that supports the narrative of place and case for investment has been prepared and will be considered by Cabinet in January 2025.</p>	PK NT VM

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 and place shaping ambitions and inform future budget decisions</i></p>	<p>Capital Programme Improvement Board has been established to have greater oversight over existing and in year planned spend is now maturing. Recent Audit of Capital Programme process has received substantial assurance.</p> <p>New Asset Strategy is in draft with intention to bring forward for approval in mid-2025.</p> <p>Renewed strategic asset dialogue with public sector partners has been established with oversight and support from One Public Estate and Cabinet Office.</p> <p>Asset Optimisation savings being included in MTFs and consequently a new Asset Optimisation Programme is being geared up with support from Transformation Team, Capital Projects Team and Services.</p>	<p>LW JB</p>
<p><i>Continue to ensure the approach to transformation is embedded and understood across the council.</i></p>	<p>In October and November 2024 we undertook a self-assessment review of our organisational governance and control capabilities around Transformation using the Local Government Associations Transformation Maturity Assessment Framework. This included interviews with the Chief Executive and all Directors, as well as many Heads of Service, service managers and operational specialist. This has had a significant positive impact on the overall awareness of Transformation across the council. This will be followed up with a detailed action plan to address the lowest scoring areas identified in the self-assessment, including for example development of a benefits management strategy which will become a pre-requisite for all future programmes – this consistency will further enhance the awareness of the proposed transformation approach/strategy.</p> <p>Identification of planned transformation requirements from all Services has now also been incorporated into our corporate Service Planning approach and assessment template, which has been endorsed by CLT and is in use for 2025.</p> <p>Previously proposed revisions to the Transformation Planning Group (TPG) process are now complete and include better use of technology tools to support the process, a common set of assessment criteria (which has been approved by Transformation Board) and a clearer more streamlined experience for services who want to get transformation proposals onto the pipeline.</p> <p>New Programme Pipeline status BI reporting dashboard created for Transformation Board members is now being used and is being rolled out across all Exec level programme boards for individual programmes.</p>	<p>SH PH MN</p>

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

AGS improvement actions	Current Status	
<i>Rollout training and awareness on decision making processes, and organisational discipline</i>	Guidance on the council's decision-making processes has been developed and is available on the corporate intranet. Further briefings with councillors and staff will take place following the local elections.	PH JM KE

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

AGS improvement actions	Current Status	
<i>Develop a Data Quality Strategy outlining objectives, roles, reporting, security and sharing.</i>	The Data Strategy is complete and has been signed off and accepted by the Transformation Board and the Chief Executive. A detailed delivery plan to execute the aims of the strategy is in final draft and will start being followed from end of February 2025.	SH
<i>Continue implementing the new risk management approach and develop a corporate approach to benchmarking and service review</i>	The Internal Audit Action Plan from the 2023 audit into risk management processes is now complete, with one outstanding action being delayed for a future audit following agreement with SWAP. Training in the new risk management approach has been delivered to SMTs and a wide variety of teams across the council. A Strategic Risk Working Group is meeting regularly to oversee the risk framework and to ensure that risk governance processes are in place.	PH MN CP
<i>Build on the collaborative approach to budget setting, aligning organisational processes more closely to the outcomes in the Business Plan to ensure a focus on the resources used and outcomes to be achieved</i>	<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 resource allocation (including people and funding).</p> <p>A Cabinet Member with specific portfolio responsibility for Transformation is expected to be confirmed in January 2025, and it has been proposed that this is closely aligned with the Finance portfolio to strengthen links between Transformational activities and financial sustainability.</p> <p>The portfolio management approach which includes organisational level prioritisation and governance arrangements continues to be refined to promote alignment of corporate programmes and transformation activities with the Business Plan. Business Plan outcome markers are included for every programme in the Transformation Portfolio reporting Dashboard to help monitor areas requiring additional activity.</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>	LW SH MN

	<p>The culture of collective financial management, open challenge & delivery continues. Testament to this is the financial position of the council in setting a balanced budget for the 2024/25 and 2025/26 financial years as part of the MTFs 2024/25-2026/27 and the management of the 2024/25 Q1 £8m forecast overspend position to less than £1m at Q2.</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 85% either delivered or on track with some risk and 15% with significant delivery risk.</p>	
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Principle G - Implementing good practices in transparency, reporting and audit to deliver accountability

AGS improvement actions	Current Status	
<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>Investment in the Data and Insight team is being sought in the 2025/6 budget planning cycle to develop and grow this corporate function so it can better align to and have the capacity to support the wide range of demand from across the council to improve our data and performance reporting capabilities.</p> <p>The annual service planning review process was initiated in October 2024 in parallel to the budget setting process, and is identifying areas of strong performance mapped to the Business Plan. Corporate performance targets are being reviewed annually as part of performance reporting to Cabinet. There is good Cabinet engagement with data, with standing agenda items proving a success and a good example of officer and elected member cohesion.</p>	SH MN

Initials

LW: Lizzie Watkin, Director, Finance

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

PH: Perry Holmes, Director, Legal and Electoral Services

PK: Parvis Khansari, Corporate Director, Place

NT: Nic Thomas, Director, Planning

JB: James Barraah, Director, Assets

SH: Stuart Honeyball, Director, Transformation

DB: Deborah Bull, Procurement

RS: Rhys Schell, Strategic Engagement and Partnerships

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

KE: Kieran Elliott, Democracy Manager

VM: Victoria Moloney, Head of Economy and Regeneration

MN: Martin Nicholls, Executive Office

Key: Blue – Complete or near complete / Grey – activity underway or on track / Red – behind schedule