WILTSHIRE

COUNCIL DRAFT BUSINESS PLAN

2022 to 2032

Wiltshire Council

Foreword

I am pleased to present the Business Plan for 2022 to 2032, following on from the Principles which were agreed in 2021.

This plan represents Wiltshire Council's ten-year ambition for the county. It sets out the council's mission, how we will measure our achievement of it in the immediate future and the key themes that guide our work.

Although it is near impossible to plan in detail for the decade ahead, I am certain that this long-term focus on the challenges that we face as a county is the right approach and I wholly expect updated versions to be published in the coming years as our services deliver upon their commitments.

Wiltshire is a thriving county with a rich and diverse heritage. We are home to half a million people with around half of the population living in towns and villages with fewer than 10,000 residents. This plan recognises that we cannot achieve everything in isolation; we need to work ever more closely with our partners and stakeholders.

Our strong and cohesive communities continue to be some of our proudest achievements. The way we look out for each other and handle the challenges we have faced together is what makes our beautiful county the best place to live, work and raise a family.

As a council, we know our mission is to ensure:

- The people of Wiltshire are **empowered** to live full, healthy and enriched lives.
- Our **communities** continue to be beautiful and exciting places to live.
- Our local economy **thrives** and is supported by a skilled workforce.
- We lead the way in how councils and counties mitigate the **climate** challenges ahead.

We are committed to listening to and speaking for Wiltshire. The council is a modern and democratic organisation that focuses on learning and adapting rapidly, paying continuous attention to our area's changing needs and ensuring we do what is right for the people of Wiltshire.

As a result, we are continually reviewing and refining our services to deliver better outcomes that empower local people. We will do this with a focus on a cost-effective, strategic and long-term approach to service reform.

We know that this is not without its challenges, which is why, in all that we do, we will continue to be inclusive and focus on preventing problems from arising and act quickly when they do.

We are striving to improve social mobility to reduce inequalities in our communities and joining national efforts to tackle this beyond our own geographic boundaries.

My administration will ensure we continue to work with, and for, our local communities to keep Wiltshire the distinctive place it is, creating pride in our county and our strong communities. It will be courageous and assured in its activities, focused on doing what is right for Wiltshire over the long-term and taking the kind of action that may not yet have been seen elsewhere.

Cllr Richard Clewer,
Leader of the Council

Contents

Photo: Salisbury aerial view

Our mission

Wiltshire is a place where...

- We have vibrant, well-connected communities
- We ensure decisions are evidence-based
- We live well together
- We have the right housing
- We take responsibility for the environment
- We are on the path to carbon neutral (net zero)
- We are safe
- We stay active
- We get the best start in life
- We have the right skills to prosper

● Thriving Economy ● Resilient Society ● Sustainable Environment ● Empowered People

Our guiding themes

Prevention and early intervention

We take a long-term view, focusing on what is right for Wiltshire and invest in prevention and early intervention to tackle problems before they get worse. We have a whole life approach to planning and providing services for our residents. This includes our ambition to reach net zero carbon.

Improving social mobility and tackling inequalities

In everything we do, we consider the impact of the action on social mobility and ask how we can help to tackle the disparities in opportunities that exist within Wiltshire.

Understanding communities

We ensure our dialogue with communities is open, transparent and inclusive, in the right place and at the right time so that our services meet our distinctive local need.

Working together

We design and deliver our services in partnership with service users, local communities and other public sector partners where appropriate. We collectively consider how to integrate our work, get maximum value for public sector spend and plan our use of the public sector estate together.

Introduction

This Business Plan marks the start of many exciting new opportunities for Wiltshire. It will help shape the future and allow us to respond to the challenges that arise with dynamism and courage.

The last two years have been some of the toughest faced by residents and public service alike. We recognise that, along with other councils across the country, we faced significant challenges before the COVID-19 pandemic, including challenging resource decisions amidst growing demand for our services.

These challenges remain and we now need to go even further to ensure Wiltshire Council is fit for the future by actively investing in our organisational resilience and the agility of our workforce.

For each of the outcomes in this plan, our services have undertaken thorough delivery planning and we have set out our aims, what we are already doing and what we will implement in the years ahead. The activities set out will be the basis for measuring our success and are accompanied by indicators that tell us how successful we are in delivering the services that you, our residents, need and cherish most.

As Chief Executive, I am keen to instil the principles of working as one council, recognising that our residents do not live their lives in the compartmentalised way that our people and place-based services were typically run. I am confident that the transformation that will be delivered within the council over the next ten years will improve your interactions and experiences with the council.

We cannot do this alone. Working with our local communities, local businesses and our partners in the NHS, fire, police, justice, military, schools, voluntary sector and central government will be critical to success.

We will seek common cause with our partners and neighbouring local authorities to get the right solutions for you and for Wiltshire. We will develop clear plans for partnership working, communicating, influencing and for developing our commercial approach to complement this Business Plan.

Together we will deliver services over and above our statutory obligations for you, the people of Wiltshire, and ensure that your council is the highest performing in the country.

Terence Herbert,
Chief Executive

Empowered
1. PEOPLE

We get the best start in life

Children having the best start in life is a fundamental part of improving their long-term life chances, and affords them the best opportunity to live long, full, healthy and enriched lives. We know that families whose children fall behind in development or education find it even more difficult to help their children catch up.

We aim to:

- Ensure every one of our children achieves their optimal physical, emotional and mental health.
- Support the development of speech and language, ensuring that children are ready to learn at 2 years of age and ready for school at 5 years of age.
- Guarantee that there are enough high-quality and accessible pre-school places.
- Find the right specialist support for children with special educational needs.
- Provide additional support to meet the needs of children who are looked after by the council, helping them to achieve their educational potential and creating opportunities for aspirational next steps in education, employment or training.
- Ensure all school pupils, including those who are vulnerable, can access a high-quality education provision and are well prepared for their next stage in life.
- Support schools to implement an effective whole school approach to health and wellbeing.
- Build the opportunity of greater independence for children with additional needs.
- Provide opportunities for young people to be involved in positive activities.
- Work with the health system to ensure the right support and services are available for families locally.
- Improve the overall health of our children.
- Empower a cycle of positive change for young people that inspires engagement, skills development, cultural awareness, educational achievement, wellbeing, physical and mental health.

Over the course of this Business Plan we shall:

Continue to...

- Focus on the first 1001 days of a child's life and the impact they have on a person's future.
- Develop the market in children's services to ensure sufficiency for early years, fostering agencies, children's homes and supported accommodation.
- Provide 'early help' to make sure families will get the right help at the right time from the most appropriate professionals.
- Encourage our educational settings to strive for excellence in provision and achievement, using the best education establishments to help improve others.
- Provide high quality Early Years services from birth to 5 years.
- Run a successful Healthy Schools programme.
- Support schools and education settings to develop their specific knowledge base and practice in meeting the needs of social care experienced children within an education setting.

Implement...

- A system-wide and strengths-based approach to improve maternal, children's and young people's health and wellbeing to reduce health inequalities.
- Recommissioned Children's Community Health Services.
- An Early Years strategy to pull all services together.
- Improved special educational needs and disability transport with a strengths-based approach.
- A multi-agency solution to providing good access to mental health services for children and young people.
- Opportunities for all young people to engage in wider society and the council.

Photo: Getty Images

We stay active

Keeping physically, socially and mentally active has direct and positive impacts on brain function, weight management, reducing disease, and the ability to enjoy life. Improving all these things for residents will lead to greater happiness, more economic independence, and less service reliance.

We aim to:

- Help the people of Wiltshire to increase their activity levels and improve their health.
- Tackle health inequalities across Wiltshire.
- Give communities access to quality leisure and sports opportunities in buildings and facilities that are safe and well maintained at good value to those communities.
- Allow everyone in Wiltshire to enjoy access to libraries and the chance to help design the range of activities that go on in them.
- Help more residents to prioritise and optimise their health and mental health.
- Maximise independence for individuals with a learning disability and or complex needs.

Over the course of this Business Plan we shall:

Continue to...

- Review how our leisure centres, libraries and other buildings are used, making sure they are fit for purpose, working to provide new campus leisure facilities in Melksham and Trowbridge.

Implement...

- Alignment of the council's work to public health priorities to empower healthy and safe behaviours. This will include integrating public health outcomes with the priorities of area boards.
- An enabling and empowering model of support that enables people with a learning disability to maximise their independence.
- Programmes of sporting and physical activities aimed at those who face the greatest barriers to participation.
- More sporting and physical activity opportunities in communities by supporting local communities to improve and add to their local facilities.
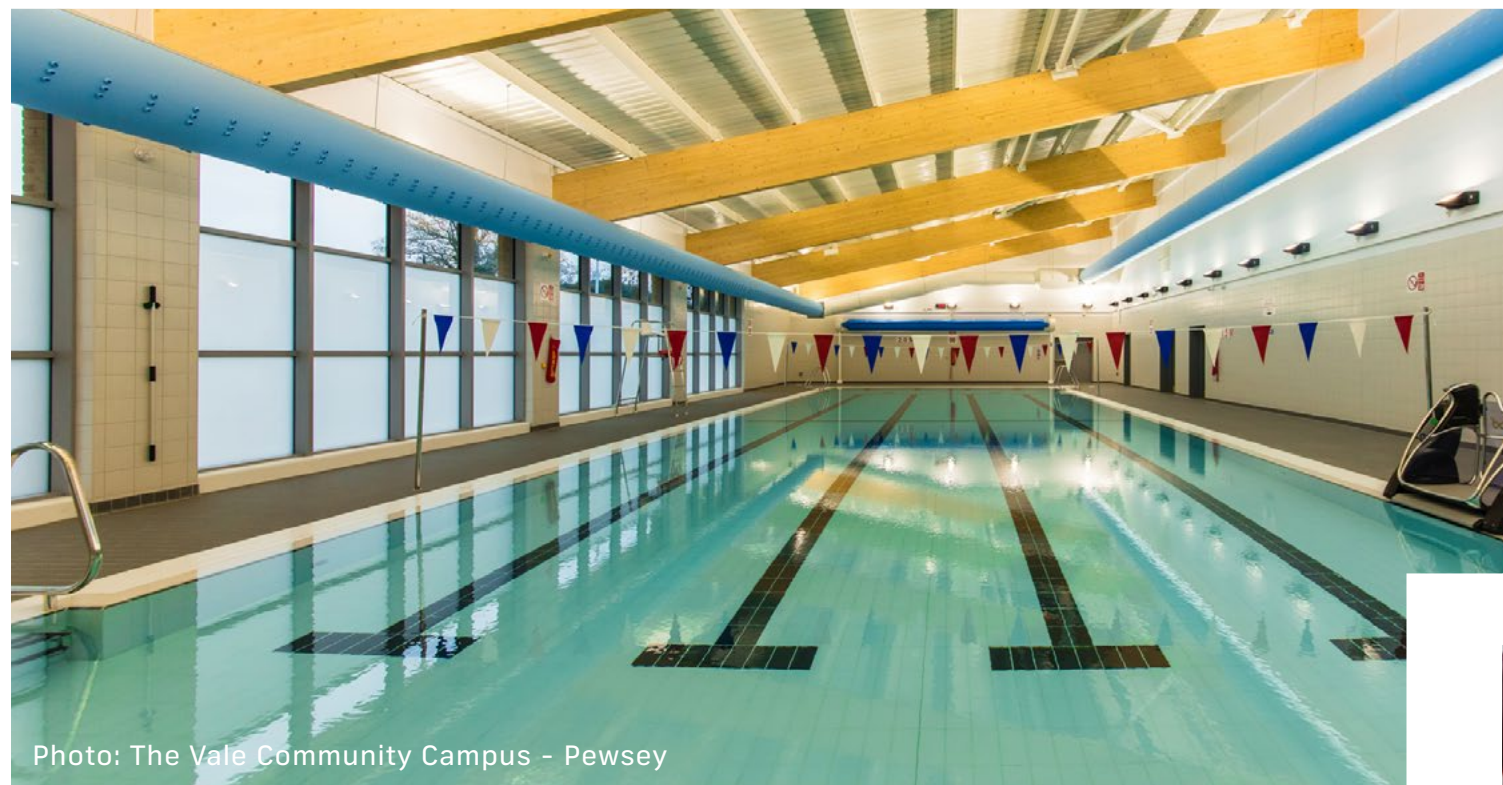
Photo: The Vale Community Campus - Pewsey

Photo: Getty Images

We are safe

Safeguarding our residents from harm is one of the council's most important responsibilities. The council delivers care services to many of the county's most vulnerable residents but also works closely with other service providers, regulators and emergency services to reduce unacceptable levels of risk to safety and safeguarding. Public protection services also help to ensure we stay safe and close partnership working with Wiltshire Police helps to tackle crime.

We aim to:

- Reduce the risk from health and environmental hazards, including infectious diseases.

- Improve sexual health and uptake of immunisation and screening programmes.

- Reduce preventable winter deaths.

- Give people choice and control, with flexible options of support to meet their care and support needs to ensure they receive the right support at the right time.

- Provide effective and flexible support to young people as they enter adulthood.

- Help protect and sustain a flexible market in care that encourages local business, makes use of volunteers, can respond to changes in demand and manages risk.

- Ensure the quality and cost of care provision is actively managed.

- Enable people with care needs to leave hospital as soon as they are able.

- Make better use of technology to help people stay safe in their homes and be more independent.

- Give looked after children and young people the most secure home possible.

- Ensure food outlets and workspaces are safe places for our residents to be.

- Support our partners in reducing the number of people killed or who are seriously injured on Wiltshire's roads.

Over the course of this Business Plan we shall:

Continue to...

- Help protect those at risk from health and environmental hazards, including infectious diseases and major incidents, through effective outbreak management and encouraging uptake of immunisation and screening programmes.

- Help residents to live in warm and safe homes.

- Ensure children and young people who cannot live at home are matched to the right carers: extended family, in foster care or with adopters.

- Protect individuals and businesses with an effective standards service.

- Deliver impartial and professional building control services to residents and businesses.

- Provide education and engineering solutions to improve road safety, promoting the use of speed indicator devices, community speed watch and 20mph limits where communities want them.

Implement...

- A transformed way of commissioning home care and day care, including the development of micro-enterprises and the voluntary and community sector.

- A technology strategy to help people to live independently.

- Promotion of safe, compliant and successful traders as great examples to others.

- Fully embedded transitional safeguarding across adult social care.

- A collaborative, multi-agency approach to hospital discharge planning and post-discharge support.

- Wiltshire Support at Home to enhance the provision of domiciliary care.

- A highly developed brokerage function to ensure we get the best value care provision.

- A 'whole life pathway' for those with long-term care needs that will ensure that the transition between children and adult services is seamless.

- A reform of adult social care, making the most of opportunities that will bring the council into contact with all service users, including self-funders.

Photo: Getty Images

Resilient
2. SOCIETY

We live well together

Communities that are cohesive achieve more and are more resilient in the face of shocks and setbacks. A strong community contributes enormously to a sense of personal wellbeing and is one of the known social determinants of health. Our communities will continue to be able to grow sustainably with good access to leisure, arts, heritage and culture.

We aim to:

- Ensure that children are safe and families stay together.
- Support people to remain independent of formal services and to live and age well in their own homes.
- Reduce smoking prevalence to 5% or less.
- Improve workplace health and wellbeing.
- Allow people with poor mental health more opportunity to recover within their community.
- Improve health outcomes for Wiltshire's diverse communities, including our Gypsy, Roma, Traveller and Boater communities.
- Make sure young people get the support they need without having to wait.
- Link communities to services provided by the council through volunteering.
- Help deliver opportunities for people to manage their own mental and physical health in community activities.
- Strengthen Wiltshire's economy.
- Get community backing for development.
- Rectify breaches of planning control in a timely manner.

Over the course of this Business Plan we shall:

Continue to...

- Provide opportunities for volunteering within council services and promote and support volunteering in communities.
- Delay the need for formal care by working with people in their own homes.
- Support the integration and alignment of military and civilian communities and services.

Implement...

- The Gypsy, Roma and Traveller Strategy for Wiltshire.
- Support for the national 'Levelling Up' programme and community initiatives in Wiltshire's market towns.
- Reviews of the programme for monitoring and enforcing breaches of planning control.
- A support offer alongside children's services for parents and carers who have mental health conditions, learning disabilities or autism.
- Support to encourage more of Wiltshire's population to avoid taking up or to stop smoking.
- Support for community-based cultural activities, linking major arts organisations, museums and community groups.
- Local branding for Wiltshire producers to back their quality and digital initiatives by promoting local produce, heritage and events.
- A review of the pre-application planning service and how major applications are supported.
- A new model for support of people with mental health conditions.

Photo: Malmesbury aerial view

We ensure decisions are evidence-based

Communities that get involved and feel they can influence decisions are more engaged and are happier. This can be achieved by making it easier for everyone to participate and engage in their community and in public services, as well as the decisions that affect their local areas.

We aim to:

- Ensure an open and transparent approach to decision making.
- Communicate with communities in a way that promotes constructive discussion, tailored to the community's needs and developing better solutions to these.
- Empower communities and groups to act in their local area.
- Assist parish councils with the knowledge and skills to inform planning decisions that affect their communities.
- Provide data and information to communities to support them with making the best decisions for themselves.
- Make sure that the support we provide meets the needs of those who receive it.
- Plan solutions for families with the whole family.
- Make contracting decisions that deliver the best value for money across the life of the contract.
- Deliver a consistent approach to the council's commercial activity.

Over the course of this Business Plan we shall:

Continue to...

- Ensure that children and young people are at the heart of service development and are involved in the decisions that affect them.
- Communicate with all of our communities, including those who are harder to reach.
- Support communities to produce and ratify their neighbourhood plans.
- Register and determine assets of community value.

Implement...

- Measures to ensure that fathers' voices are more fully heard and are used to inform our service planning.
- The commercial vision for the council and a Commercial and Procurement Strategy to enable delivery.
- Choice and control to allow people to direct their own care needs.
- Increased engagement and intelligence sharing with residents, partners and wider communities.
- A transparent five year pipeline of contracts to reflect the total annual spend of the council.
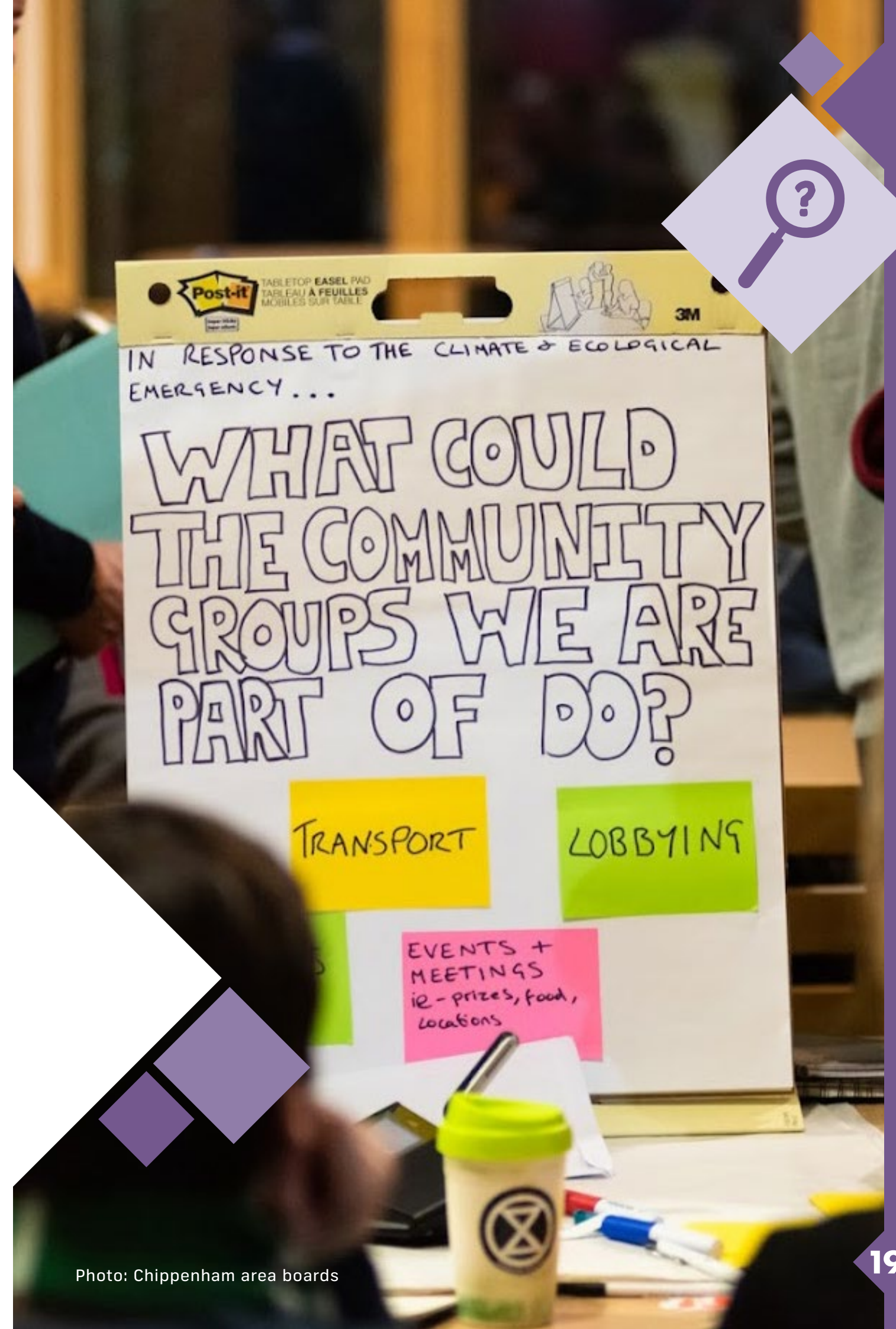
Photo: Chippenham area boards

We have the right housing

Improving housing supply is critical for ensuring people can play an active part in their community. Residents need access to high quality and affordable housing that is close to their family, that is right for them and in beautiful places.

We aim to:

- Prevent homelessness and help people remain in a sustainable home.

- Allow families and individuals who need support to have choice and control, with flexible options of support to meet their care and support needs.

- Have a sustainable, robust and flexible care home market that meets the needs of the population and the projected demand for beds.

- Build the highest quality affordable housing with the lowest viable carbon footprint.

- Deliver a planning system that supports swift, evidence-based decisions and encourages the development we want to see.

- Ensure that the needs of communities, businesses and the environment are balanced through robust use of the Local Plan.

Over the course of this Business Plan we shall:

Continue to...

- Develop the care market in a way that promotes choice and diversity of supply, develops new care models and ensures best value for money and a fair cost for providers.

- Help housing customers to maximise their income and reduce the cost of running their homes.

- Operate an efficient and effective Local Land Charges service.

Implement...

- Digitisation of the Local Land Charges service.

- Increased work to support tenancies and prevent homelessness.

- The council house build programme for at least 1,000 houses over 10 years.

- An updated Local Plan as an effective policy framework for the sustainable growth of Wiltshire, that addresses the strategic needs of the county.

Photo: Wiltshire homes

Photo: Marlborough aerial view

Thriving

3. ECONOMY

We have the right skills to prosper

Wiltshire needs a workforce with the right skills to match their ambitions and one that provides the skills that our businesses need. We also need to encourage more young people to live and work in the county. With the right workforce, we can continue to attract and retain high value businesses and investment.

We aim to:

- Allow children and families to benefit from working with a consistent, knowledgeable and highly skilled lead professional in the council.

- Make sure that all children and young people with special educational needs or disabilities, and their families, have a voice that is heard.

- Ensure that schools are spaces that encourage learning, and that there are the right number of places for pupils where they need them.

- Help young people to make informed decisions about their future, and improve the chances for disadvantaged young people to enjoy a good career.

- Support a robust care industry that trains, employs and values local people.

- Help more adults with learning difficulties develop the skills they need to live independently.

- Deliver high quality, customer-focused services to all residents.

Over the course of this Business Plan we shall:

Continue to...

- Deliver the Special Educational Needs and Disabilities Inclusion Strategy.

- Find opportunities for people with learning difficulties to participate in the community.

- Support schools to improve attendance, achievement and teaching quality.

- Support schools operationally to deliver safe, secure and financially-sound environments across the county.

- Support educational establishments to reduce the risks to vulnerable pupils by developing early help practices and multiagency support, enabling all pupils to realise their potential.

Implement...

- Support care providers to develop the skills of their workforce and to recruit and retain the best people to care for residents.

- Replacements for maintained schools' time expired temporary accommodation.

- Work between schools, colleges and businesses to increase opportunities for young people.

- Work with Further Education providers to address the skills gaps that exist in supporting some of our industries.

- Work with key stakeholders to promote T-Levels and other vocational progression routes, to improve outcomes for disadvantaged groups.

- Maximised use of external funding to support disadvantaged residents to improve their confidence, knowledge and skills and champion the creation of learning and employment opportunities for young people.

- A strengthened training and development offer to our caring workforce.

- A School Places Strategy to manage the supply and demand for places.

Photo: Getty Images

We have vibrant, well-connected communities

Being able to get around easily and robust digital infrastructure helps people to access good services. It is important that there are options for different modes of transport and opportunities to meet and engage with others. This will also help grow the local economy in a sustainable way.

We aim to:

- Shape our communities sustainably through a robust Local Plan.
- Deliver infrastructure to enable local communities to live, work and play locally, businesses to invest and everyone to take responsibility for the environment.
- Support the provision of reliable and useful technology (including broadband) and equip residents with the skills to make use of it.
- Understand the needs of all our communities and the differences between them.
- Help create and support vibrant town centres.
- Attract investment into Wiltshire's communities.
- Help build an efficient and effective transport network, including viable alternatives to the car.
- Support local business and increase the proportion of Wiltshire's wealth that is spent in the local economy.
- Encourage the growth of business activity in the health and life sciences, defence technologies, cyber industries, military, research and development and advanced manufacturing sectors.
- Offer a gold standard of support to our military veterans.
- Demonstrate what, and how, the council is delivering against the priorities we share with the community.
- Enable a strong and active voluntary sector that is proactive in communities.
- Provide useful, modern spaces in communities for groups to interact in.

- Make the best use of council-owned assets for the benefit of communities, including transferring those assets to communities where appropriate.
- Provide safe and reliable home to school transport.

Over the course of this Business Plan we shall:

Continue to...

- Support communities to live safely.
- Provide accessible and reliable technology services to residents.
- Maintain and improve the existing transport infrastructure, including rights of way and bridleways.
- Work towards integration of military and civilian communities and the development of shared services and facilities.
- Strengthen the infrastructure and resilience of the voluntary and community sector.
- Deliver capital investment as part of a strategic approach to placemaking, working with partners in public and private sectors and optimising the use of assets in council and public ownership.
- Promote new train stations in Devizes, Wilton and Corsham.

Implement...

- Investment in digital technology and skills, enabling residents to engage with their communities in more ways.
- Enhanced engagement with harder to reach groups and communities.
- A revised approach to transferring council assets to communities.
- New strategies for regeneration, the visitor economy and cultural offers, with continued funding for arts organisations and museums.
- An exploration of new models of rural public transport that make use of technology and smaller minibus-type services.

- Investment in cycle routes, as part of a strategic solution aimed at connecting all our communities.
- Major road programmes to reduce congestion and air pollution, and explore solutions to issues at J17 M4, Salisbury, Melksham and Westbury.
- Provision for micro-business units to be developed in our rural communities through the Local Plan.
- New Local Plans and Local Transport Plans.
- A new working agreement with the voluntary sector.
- A review of library service delivery, in conjunction with communities.
- The Future Chippenham Masterplan of development and distributor road delivery.
- Assistance to the Government's 'Project GIGABIT' and other broadband capital programme, to maximise broadband connectivity across Wiltshire.
- An Enhanced Partnership Scheme with local bus operators to improve rural links.

Photo: Salisbury Reds electric bus

Sustainable ◆ 4. ENVIRONMENT

We take responsibility for the environment

Wiltshire's natural beauty, historic sites, villages and houses, unique habitats and all wildlife play a key part in the county's visitor economy and the wellbeing of the people of Wiltshire. Experiencing the natural environment plays an important role in tackling levels of anxiety, stress and depression.

We aim to:

- Maintain and improve the natural and built environment.
- Enable everyone to have access to cleaner air.
- Improve and protect biodiversity.
- Ensure access to the natural environment for as many as possible.
- Cherish and protect Wiltshire's historical sites.
- Find and promote new opportunities for people and businesses to reuse and recycle.
- Reduce the amount of waste going to landfill, increase recycling and keep Wiltshire looking beautiful.

Over the course of this Business Plan we shall:

Continue to...

- Work with partners to protect and enhance our historic and natural landscapes within the World Heritage Site, National Parks and Areas of Outstanding Natural Beauty.
- Protect key archaeological sites while delivering essential infrastructure.
- Promote and encourage sustainable sympathetic development.
- Encourage and, where necessary, enforce businesses to play their part.
- Safeguard private water supplies.

Implement...

- Long-term plans to support and enhance strategic waterways and green corridors.
- A review of all waste services in conjunction with residents and business, including all operational sites.
- A fit-for-purpose set of operational depots across Wiltshire.
- Deliver of new educational campaigns and pursue further prosecutions on fly tipping.

We are on the path to carbon neutral (net zero)

Globally, the planet is 1.2 degrees warmer than before the industrial revolution. This is already causing significant climate impacts, with more extreme weather having an impact in Wiltshire. The council has acknowledged a climate emergency and committed to becoming carbon neutral as an organisation by 2030. Through its leadership, it must now seek to make the whole of Wiltshire carbon neutral too.

We aim to:

- Become a Carbon neutral organisation by 2030.
- Assist the county to have a smaller carbon footprint.
- Support decarbonisation of existing transport and increased use of public transport options as well as walking and cycling.
- Prepare the county for the impact of climate change.
- Invest in assets to support our lowering carbon output.
- Find cost effective solutions to operate the council's buildings as carbon neutral.

Over the course of this Business Plan we shall:

Continue to...

- Monitor and manage the sustainable use of all council land.

Implement...

- Promotion of behaviour change in communities, to speed up carbon reduction.
- A strategic plan across all the council's services to reduce carbon output.
- Carbon monitoring in new contracts the council enters into.
- Investment to make council assets carbon neutral.
- A new Local Transport Plan.
- A walking and cycling strategy.
- A fleet of low carbon vehicles.

Photo: Getty Images

Photo: Getty Images

Wiltshire
5. COUNCIL

An efficient and healthy organisation

Wiltshire Council strives to be the highest performing council in the country, and wants to deliver over and above its statutory duties.

To achieve this, we will continue to operate as an efficient organisation and we will work ambitiously with our partners, have strong checks and balances in place and a workforce that thrives on its opportunities to innovate and conduct critical analyses.

We aim to:

- Provide a secure and stable virtual environment for our staff to work in and through which the people of Wiltshire can interact with us and which improves the way we offer support

- Manage the information we collect and protect it in a way that is used to help make the best possible decisions for residents.

- Ensure we have a motivated, flexible workforce that can adapt to the changing requirements of the county and respond to national and international events.

- Build a highly trained staff base that recruits and retains the very best people.

- Provide services and support from welcoming, efficient buildings that represent great value for money.

- Become a strong, forward-looking organisation that is open to and embraces change.

- Monitor and account for all public money spent.

- Treat every individual, family and household fairly and equally.

- Run an organisation that the people of Wiltshire are rightly proud of.

Over the course of this Business Plan we shall:

Continue to...

- Digitise processes and build new and more efficient ways for people to interact with the council.

- Champion working in partnership across the public and voluntary and community sectors.

- Grow our traded services.

- Review and rationalise the council's assets.

Implement...

- Council-wide transformation that increases efficiency and resilience.

- A review and rebuilding of our IT infrastructure.

- A new Enterprise Resource Planning System.

- Redesigned workspaces and workplaces.

- Data and business insights from a central hub.

- A robust corporate planning cycle including performance and risk management.

- More financial training for all managers.

- A self-assessment against the equalities framework.

Photo: Wiltshire Council office

Your council

We are clear about who we are and the organisation we want to be. Our staff understand what is expected of them and what they can expect from us, with the following values set out in an 'Our Identity' document:

- We are public servants, innovating and collaborating with partners and residents to build stronger communities.
- We are an evidence-based, high performing organisation. We reward achievement, recognise effort and are unequivocally focused on making a difference and delivering the best outcomes for our residents.
- We are one council, which is an inclusive and agile environment where we celebrate each other's successes, recognising that our residents do not live their lives in the compartmentalised way that services have historically run

Throughout this Business Plan, we will continue to ensure that all communications are fully accessible and considerate of seldom heard communities, and are supported with appropriate and specialist material as required.

A Communication Strategy will be developed to demonstrate the council's delivery of this. Everything we do will be underpinned by:

Delivering value (financial, performance and risk management)

We set our budget based on the contribution that spending makes to delivering our mission.

We produce Statements of Accounts and carry out an audit process that meets statutory production deadlines and ensures there is no qualification, in addition to updating the Finance Control Environment processes and documentation.

We ensure that all managers are suitably skilled, trained and able to effectively deliver good financial management and performance.

We have a business-like approach with an up-to-date commercial policy, good returns on our assets and clear business cases for everything we do. Our procurement processes consider the wider social value that can be delivered, for example, carbon reduction, smoking cessation and enabling local and other small and medium-sized enterprises (SMEs) to tender for council contracts.

We enable the effective delivery of savings, working within the governance process that will establish a savings delivery board and the set framework. We will identify and implement a robust process to track and monitor savings as part of the budget monitoring process, working in conjunction with the relevant transformation (and other) boards

We enable sensible risk-taking and regularly report on the progress of delivering the business plan outcomes.

The Business Plan is supported by an annual corporate planning cycle that develops more detailed approaches and resource assessments for delivering each of the outcomes. These will be updated annually and used to inform the budget setting.

Progress, including financial, is monitored using performance measures that are Cabinet-approved and delivered in conjunction with the council's Business Intelligence function.

Cabinet will receive combined finance, performance and risk reports on a quarterly basis.

A skilled, agile and engaged workforce

We ensure staff have the knowledge, skills and confidence to respond flexibly, where decisions are made based on evidence and data and where we strive to be high performing.

Our Identity is embedded across the organisation and we will deliver a new People Strategy that encompasses organisational (service and job) design, behaviour, ways of working, upskilling, agile and flexible deployment and being able to respond to changing demands.

We continue to build our own engaged and skilled workforce while attracting, selecting and recruiting the best staff, ensuring there is good ongoing recognition and engagement of staff, and empowering staff to self-serve wherever possible.

Transformation and Business Change

The council is a healthy and efficient organisation that embraces transformation, is forward looking and driven by evidence-based actions.

Councillors have a clear understanding of the council's performance against Business Plan outcomes and associated risks.

Senior leaders and decision makers can access up-to-date corporate level performance information directly.

We have clear insight into how our services work from the customer's point of view and measure how well they are performing.

We redesign services through a rigorous programme and project-based approach, with regular checkpoints and benefits analysis to ensure they are efficient, productive and streamlined to support the delivery of the Business Plan. Over the course of the plan, this approach to service redesign will also lead to reduced cost.

We create a culture within the council that enables us to absorb, anticipate and adapt to change, creating organisational resilience through a cohesive vision shared by council officers across all services and supported by councillors.

We establish the principles, standards and a framework for all projects across the council, and develop and deliver a balanced and affordable programme portfolio that enables us to meet our mission.

We proactively identify opportunities to advance our strategy and vision through transformation initiatives that will deliver measurable performance, business improvement and culture change, embedding the vision set out in Our identity.

We have clear coordination of all transformation activity, bringing services together, ensuring alignment with the business plan and key principles and preventing duplication of effort. This includes through the delivery of a new Enterprise Resource Planning system (ERP) to further enhance the use of insight and the management of resources.

This rationalises the use of council buildings, improves income generation, improves cross-functional and partnership working, reduces travel and improves employee wellbeing.

Transformational change is not only delivered successfully, but also embedded in the council's capabilities. Operating models are as efficient and effective as possible, being fit-for-purpose in achieving our strategic aims in addition to continuing to grow traded services and increase the council's income.

Quality, timely and well-structured information and technology

We ensure the communities and businesses we serve can engage and transact with us responsively and seamlessly, irrespective of the services they access.

We empower decision makers by providing them with access to accurate, consistent and timely information that supports their understanding and insight to deliver the best outcomes for our residents.

We invest and transform digital infrastructure to underpin all of Wiltshire's operations and services.

We redefine the digitally enabled democracy to provide simple but innovative ways to collaborate between residents, businesses and councillors.
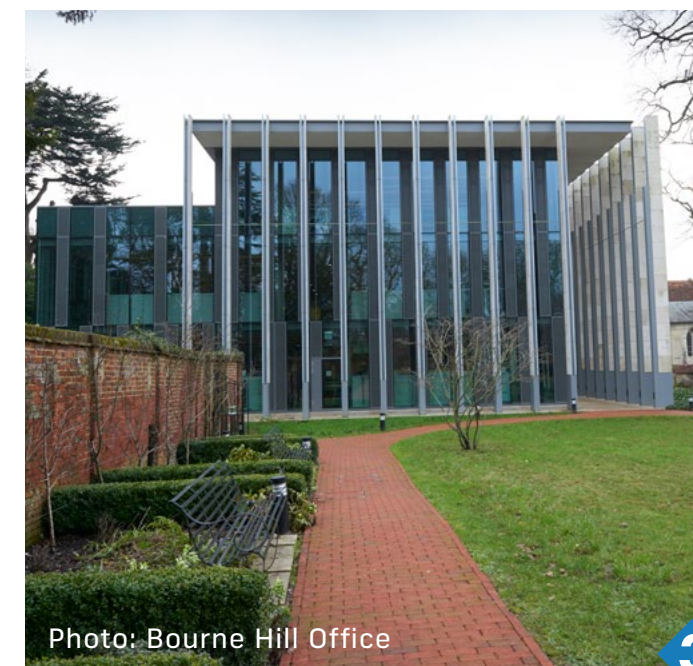

Photo: Bourne Hill Office

Measuring our performance – key indicators

The annual corporate planning cycle is already underway and detailed planning for each area of the council has been completed. These plans describe how services will work together to contribute to our mission, and the metrics that will be used to monitor progress.

Detailed below are the key metrics that we will use for measuring the success of each outcome, alongside examples of the supporting metrics that will help to understand the impact of our work.

	Wiltshire is a place where...	Key metrics	Examples of contributing metrics
Empowered People	We get the best start in life	Educational attainment and gap for those receiving pupil premium	• Level of development at reception • Uptake of free school meals • Attendance at youth events • School transport provision
	We stay active	% physically active adults and children	• Leisure membership • Libraries and heritage visitor numbers • Referrals to the reablement service • Uptake of health support programmes
	We are safe	Re-referral rates to children's services	• % children places with Wiltshire Council foster carers • Recruitment and retention of trained social workers • Overall Child Protection/Looked After Children numbers
		Public Protection	• Anti-social behaviour • Youth reoffending rate • Licencing interventions
		Adult Safeguarding	• 'Flow' rate – out of hospital discharge • Section 42 referrals • Spot purchase beds • Inadequate CQC inspections • Use of personal payment and budgets • Domestic abuse
Resilient Society	We live well together	Volunteering hours supporting the work of the council	• Volunteer training • Number of volunteers 'on the books' • Library opening times • Miles of bridleways and paths kept clear
		Stability for Looked After Children	• Placements made out of county • Children placed within 25 miles of home • Siblings at the same school • Attainment for care leavers/ suitable accommodation
		Enabling adults who have been in local authority care and support services to be members of local community	• Number of residential or nursing care placements • Placements supported by the community • Placements designed with the community • Adults with mental health problems and learning disabilities living independently • Adults with learning disabilities in employment

	Wiltshire is a place where...	Key metrics	Examples of contributing metrics
	We have the right housing	Delivery of affordable housing	• Number of affordable homes overall • Stone Circle and joint venture contribution • Progress towards 1,000 council homes built • Rural and urban delivery
		Homelessness	• Housing register • Rough sleeping and sofa surfing • Homelessness prevention
Thriving Economy	We have the right skills to prosper	Employment rate (Labour Force Survey data)	• NEETs • Apprenticeship take up • Sectoral skill gaps • GCSE results • % substandard school accommodation
	We have vibrant, well-connected communities	Town centre vibrancy	• Footfall/ Place Boards/ Town Council data • Events held • Use of car parks • Customer perspective • Council app usage
		Transport and links	• Greater use of public transport • Miles of roads resurfaced • Cycle lanes delivered • Electric Vehicle (EV) charging points • Bus usage/ miles supported
Sustainable Environment	We take responsibility for the environment	Waste circular economy	• Dry recycling as a % of household waste • Residual household waste • Fly tipping reports
		Green and Blue Infrastructure	• Air quality • Water quality, private supply • Evidence of Biodiversity • Access to natural environment, including walking and cycling
	We are on the path to carbon neutral (net zero)	Carbon emissions in Wiltshire	• Total council emissions • Renewable energy generation • Council houses retrofitted • Average energy performance ratings for homes in Wiltshire
Your Council	We have an efficient healthy council	Customer satisfaction	• Ease of contact • Channel shift to online • Feedback from front-facing services
		Financial health and sustainability	• Savings delivery • Error count
		Skilled, adaptive and engaged workforce	• Internal progression and deployment • Apprenticeships and upskilling through training and qualification • Staff engagement rates • Staff turnover, absence and retention rates