

Wiltshire Council's Draft Business Plan for 2013-17

Purpose of Report

1. To provide an opportunity for the Overview and Scrutiny Management Committee to consider and comment on the first draft of the council's business plan 2013-17.
2. Members are asked to comment on the draft plan with a focus on:
 - the priority areas and actions for the next four years (section 3)
 - the financial challenges and the key areas for investment and disinvestment outlined in the draft four year financial model (Appendix D) to manage the funding gap.
 - the approach to measuring performance and outcomes (section 4) and consider the high level corporate targets and measures using the illustrative list in Appendix C and any other relevant sources of information that could be used to support this document.
 - the draft innovation strategy (Appendix A) and advise cabinet as to whether the council is focusing its resources on the priority areas outlined.
 - the key risks associated with the plan that the council might face over the next 4 years and suggest an approach to how these risks could be minimised.

Background

3. This is an important document which sets the council's strategic direction and priorities for the next four years.
4. Wiltshire Council approved its [first business plan](#) and supporting [financial plan](#) (2011-15) in February 2011. The draft business plan for 2013-17 builds on the first plan and sets out the priorities and actions for the next four years.
5. This new business plan is being prepared to reflect:
 - the challenges and changes that the council will face over the next four years; and,
 - the changes to the way the council will have to operate to manage these challenges.
6. Cabinet and the corporate leadership team (CLT) have been working on the draft business plan since May 2013. An early draft reflecting the initial comments from cabinet members, service directors and the Wiltshire Public

Service Board is attached for the Overview and Scrutiny Management Committee to consider and comment on.

Main considerations for the Overview and Scrutiny Management Committee

7. The draft business plan for 2013-17 builds on and extends the vision and priorities as set out in the council's first business plan. Members are asked to note that this is an early draft that requires further consideration, input and editing.
8. The plan is split into four sections:
 - **people and places** – a shared vision of what Wiltshire will be like in 2017 based on evidence about local needs and priorities as published in the [Joint Strategic Assessment for Wiltshire](#) (2012/13)
 - **the council's principles** – how the council will do business, our way of thinking, our leadership style, values, culture and approach to designing and running services.
 - **making it happen** – the priority actions the council will deliver.
 - **measuring success** – what success looks like and how the council will know it is performing well and moving in the right direction.
9. The plan is supported by five appendices:
 - the council's innovation strategy.
 - an indicative four year financial model which is based on a number of assumptions and will be updated after the Comprehensive Spending Review for 2015/16 is announced on 25 June.
 - a list of major strategies, projects and programmes.
 - the council's business planning process.
10. Designed to help the council to be flexible and responsive over the next four years, the final plan will set out the following:
 - the vision and principles fixed until 2017.
 - the priority actions and success measures that could change based on external factors.
 - the financial model that will be updated annually as part of the budget setting process.
 - a vital focus for where to invest, dis-invest and take measures to contain demand.

Environmental and climate change considerations

11. The draft plan identifies 'everyone living sustainably in a high quality environment' as one of the six key outcomes for people and places.

Equalities Impact of the Proposal

12. The draft plan continues to identify protecting the most vulnerable in our communities as a key cross-cutting priority across all six key outcomes for people and places. All the people and place outcomes and priority actions

are based on local needs evidence contained in the Joint Strategic Assessment for Wiltshire 2012/13.

13. The equalities implications of the council's major long-term strategies, programmes and plans have already been approved and were taken into consideration in developing the draft plan.

Risk Assessment

14. The council has considered risk throughout the development of the draft plan and the five year financial model that is aligned to the plan. New risks will continue to be identified and addressed at a corporate and service level through the council's usual risk management arrangements.

Financial Implications

15. A number of high level known and assumed forecasts have been made to provide an initial financial model that sits alongside the plan. These assumptions include projections around growth in demand for services and how these can be managed; reductions in central government funding; inflation and demographic changes. As a result, the initial model forecasts that the council will need to manage a 'real' £83 million reduction in its spending over the next four years. As such the plan provides a vital focus for where to invest, dis-invest and take measures to contain demand.

Legal Implications

16. Legislation affecting governance arrangements is changing significantly and the draft plan will be reviewed to assess the impact these changes may have on the priority actions, measures and outcomes.

Next steps

17. Recommendations from the management committee will be considered by cabinet and CLT before the final business plan is discussed at cabinet (23 July) and council (3 September).

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Background Papers

None

Appendices

Draft business plan 2013-17