

Wiltshire Council

Cabinet

23 July 2013

Subject: Wiltshire Council's Draft Business Plan for 2013-17

Cabinet member: Councillor Jane Scott OBE, Leader of the Council

Key Decision: Yes

Purpose of Report

1. This is a covering report for the council's draft business plan for 2013-17. The business plan sets the council's strategy for the next four years and beyond. It's purpose is to enable Chief Officers to lead and manage the organisation to achieve the objectives set by elected members.
2. Cabinet is asked to:
 - consider the revised draft business plan;
 - review feedback from Overview and Scrutiny on an early draft of the plan and list of 12 key priorities; and
 - recommend that a final draft is prepared for discussion and approval at full council on 3 September 2013

Background

3. The business plan is an important document which sets the council's strategic direction, priorities and key actions 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 and extends the vision, goals and achievements from the first business plan.
5. The new business plan is being prepared to reflect:
 - the significant external challenges and changes that the council will face over the next four years; and,
 - 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 business plan since May 2013.
7. An early draft reflecting the initial comments of cabinet members, service directors and the Wiltshire Public Service Board was considered at:
 - the Overview and Scrutiny Management Committee on 25 June
 - extraordinary meetings of the Management Committee and all three select committees

8. Feedback from all four overview and scrutiny committees on the early draft plan has been combined into a single report to Cabinet (agenda item X)
9. Since the early draft plan was published on 18 June, Cabinet and CLT have been working on a revised draft plan which is attached to this report. The revised draft is shorter and includes the 12 key priorities which were provided to the extra-ordinary overview and scrutiny meetings.

Main considerations for Cabinet

10. The plan is split into four main 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)
 - **how we will do business** – the council's corporate goals, values, philosophy and approach to designing and running high performing services
 - **making it happen** – the council's 12 key priorities and key partners/ partnerships and governance arrangements
 - **measuring success** – how the council will know it is performing well and moving in the right direction through robust and reliable performance management
 - The plan is supported by three appendices:
 - an indicative four year financial model
 - the council's business planning and individual objective setting process
 - an action plan which explains how the council will deliver the outcomes in the business plan
11. 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 way of doing business between now and 2017
 - the 12 priority actions - these are designed to be changed if external factors require this
 - the financial model which will be updated quarterly as part of the budget monitoring and setting process
 - a vital focus for where to invest, disinvest and take measures to contain demand

Safeguarding considerations

12. The draft plan identifies 'people feel safe and are as protected as possible from harm' as one of the six key outcomes for people and places and continuing to improve safeguarding services as a key priority for the council.

Public health implications

13. The draft plan identifies 'people have healthy, active and high quality lives' as one of the six key outcomes for people and places and integrating public

health at the heart of all public services as a key priority for the council.

Environmental and climate change considerations

14. 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

15. The draft plan continues to identify protecting the most vulnerable in our communities as a key priority for the council. 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.
16. 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

17. The council has considered risk throughout the development of the draft plan and the four 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

18. A number of high level known and assumed forecasts have been made to provide an initial four year financial model which 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' £120 million reduction in its spending projections over the next four years (£40m in government cuts and £80m in projected demographic, inflation and contract growth). As such the plan provides a focus for where to invest, disinvest and take measures to address demand.

Legal Implications

19. 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

20. A final draft of the business plan will be prepared for consideration at Full Council on 3 September.

Proposal

21. That Cabinet:

- consider the revised draft business plan;
- review feedback from Overview and Scrutiny on an early draft of the plan and list of 12 key priorities; and
- recommend that a final draft is prepared for discussion and approval at full council on 3 September 2013

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Date of report: 9 July 2013

Background Papers

None

Appendix

Draft business plan