

Wiltshire Council

Cabinet

27 September 2021

Subject: Business Plan Principles 2022-2032

Cabinet Member: Councillor Richard Clewer, Leader of the Council and Cabinet Member for MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing

Key Decision: Non-Key

Executive Summary

A set of Business Plan Principles for 2022-2032 have been developed. These set out the Council's guiding themes and core mission.

Proposal(s)

Cabinet is asked to:

- Agree the Business Plan Principles for 2022-2032.
- Agree to seek feedback from a broad range of stakeholders and residents, in tandem with engagement on the budget proposals for 2022/23.
- Agree to review and incorporate feedback at its meeting on 1 February in preparation for a final version to be considered at Full Council in February 2022.

Reason for Proposal(s)

To enable wider feedback ahead of its consideration by Full Council in 2022 and to provide Services with strategic direction ahead of the planning cycle commencing.

Terence Herbert
Chief Executive

Wiltshire Council

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Purpose of Report

1. This is a covering report for the Council's Business Plan Principles for 2022-2032.
2. This sets the council's overarching strategy for the next ten years and is in Appendix 1.
3. Its purpose is to enable the Chief Executive and Corporate Leadership Team to lead and manage the organisation to achieve the priorities and objectives set by Cabinet.
4. Once this version is approved, engagement will be undertaken with our stakeholders – including Town and Parish Councils, Wiltshire Council's Select and Scrutiny Committees, public sector partners, residents and young people – and Directors and their staff will lead the production of Delivery Plans (see template in Appendix 2).
5. Performance metrics will be developed alongside these plans and be presented to Full Council in February 2022.

Background

6. The Business Plan Principles 2022-2032 is an important document which sets the Council's strategic direction and priorities.
7. It outlines the intended annual corporate planning cycle and key performance measures in line with the corporate performance and risk management policy.
8. It continues to build on and extend the vision and achievements from previous business plans – and incorporates the priority areas for Wiltshire following the recent local elections.
9. Also reflected are the significant external challenges that the Council will face over the coming years and the changes to the way the Council will have to operate to manage these.

Main Considerations for Cabinet

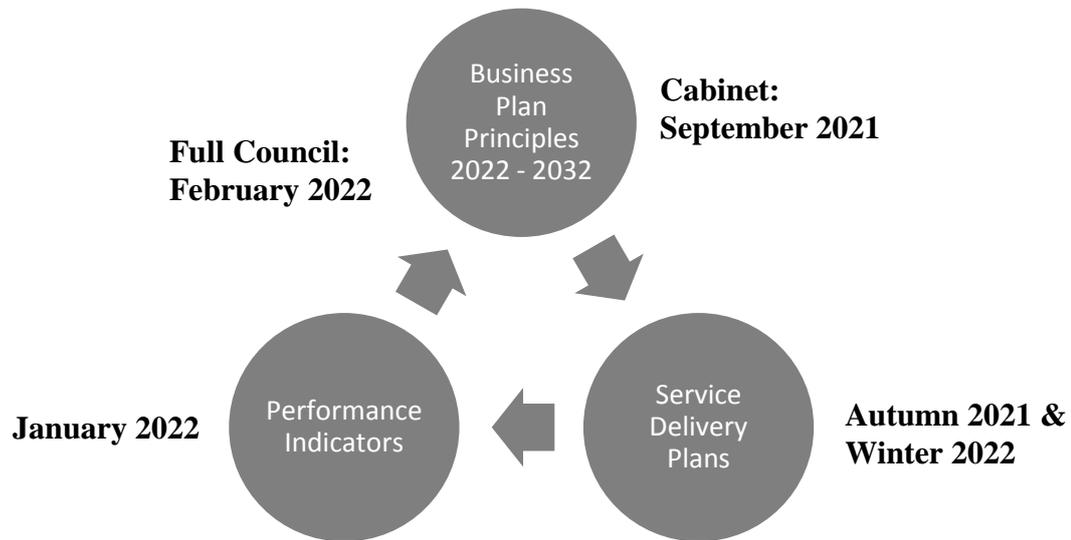
10. The ten-year plan is working to four main priorities and doing so under the banner of improving lives through stronger communities:

- **Empowered People** We want every child to have the best start and life and we will help develop the communities and facilities that enable all residents to enjoy good physical and mental health to live active lives. This includes ensuring that they are safe throughout their life.
- **Resilient Society** We want people in Wiltshire to build positive relationships and live well together, to be able to get involved, influence and act on what matters in their local communities. We want our communities to be able to grow sustainably with access to arts, heritage and culture and have easy access to high quality and affordable housing in beautiful places.
- **Thriving Economy** We want to continue to grow the skills of our local workforce, nurture the opportunities available to them and for our economy to thrive. We must mitigate the impacts of COVID-19 on our children's education so that they can prosper and as a county we can attract and retain high value businesses and investment. As we continue to move forward, we must ensure everyone can take advantage of a sustainable economy with vibrant, well-connected settlements.
- **Sustainable Environment** The Council has committed to becoming carbon neutral by 2030 and we now must take the lead and support the whole county as it strives for the same. Together, we must take responsibility for the environment and ensure it is well used, cherished, protected, conserved and enhanced.

11. It also sets out:

- Guiding themes
- The council's mission to make Wiltshire a place where:
 - We get the best start in life
 - We stay active
 - We are safe
 - We live well together
 - We are involved and decisions are evidence based
 - We have the right housing
 - We have the right skills to prosper
 - We have vibrant, well connected communities
 - We take responsibility for the environment
 - We are on the path to carbon neutral
- Our Identity and the organisation we want to be
- Principles for ensuring an efficient, healthy organisation
- The annual corporate planning cycle.

12. The Plan will be delivered through an annual corporate planning cycle and the production of Delivery Plans within Services.



13. These will develop more detailed approaches and resource assessments – including financial considerations – for delivering each aspect of the Council’s mission and will be supported by performance indicators.
14. Delivery Plans will be updated annually, signed off by the Chief Executive, and used to inform the annual budget setting agreed by Full Council.
15. Progress reports on finance, risk and performance will be provided quarterly to Cabinet. Cabinet will also sign off on the re-commissioning of services in line with these plans, wherever necessary.
16. An updated set of Business Plan Principles and Performance Indicators, based on engagement and Delivery Plans, will be presented to Full Council in February 2022.

Overview and Scrutiny Engagement

17. A draft has been shared with members of scrutiny committees on Friday 17 September, ahead of the Overview and Scrutiny Management Committee meeting on Tuesday 21 September.
18. Chairmen of Select Committees have also scheduled informal meetings to discuss the document and provide feedback.
19. There will be opportunity for further engagement ahead of Full Council in February 2022.

Safeguarding Implications

20. The principles identify ‘We are safe’ as part of the council’s core mission for Wiltshire.

Public Health Implications

21. The principles identify empowered people and ‘We get the best start in life’, ‘We stay active’ and ‘We are safe’ as part of the council’s core mission for Wiltshire.

22. Prevention and early intervention are also highlighted as guiding themes.

Procurement Implications

23. None.

Equalities Impact of the Proposal

24. The principles focus on improving social mobility and tackling inequality as a guiding theme for the Council's work.

25. The equality implications of the Council's major long-term strategies, programmes and plans have already been approved and were taken into consideration in during development. Equality analysis will be undertaken for new proposals as these emerge.

Environmental and Climate Change Considerations

26. The principles identify 'We take responsibility for the environment' and 'We are carbon neutral' as part of the Council's core mission for Wiltshire.

27. Throughout, it is fully aligned to the Climate Strategy that is under consultation and will adopt any changes required because of this process.

Financial Implications

28. An update to the Medium Term Financial Strategy (MTFS) was reported to Cabinet on 14 September and further work is now being undertaken to bring proposals forward on how to bridge the estimated financial gap.

29. The Business Plan principles will be used to ensure that the Council's resources are aligned to meeting the principles and subsequent delivery objectives and outcomes that come forward.

30. The Government's Comprehensive Spending Review that will be announced on 27 October, as well as the Local Government Finance Settlement which is expected to be announced in December, will be key to informing the next steps.

Legal Implications

31. The Policy Framework in the Council's constitution makes clear that it is a function of Full Council to approve the final Business Plan.

Workforce Implications

32. The principles highlight the work on 'Our Identity' and the Council we wish to be, as well as the requirement for a new People Strategy.

Next Steps

33. An up-to-date version will be prepared and supported by Performance Indicators for consideration at Cabinet on 1 February 2022, incorporating feedback from scrutiny, partners and residents.

34. The proposed engagement timetable is as follows:

September	Engagement of Scrutiny and Public Service partners on the draft principles and approach to the ten-year plan
27 September	Cabinet
October	Service Delivery Planning commences
27 October	Publication of the Governments Comprehensive Spending Review
November	Development of MTFS Public engagement on draft Business Plan and developing budget proposals
December	Local Government Finance Settlement expected
January 2022	Service planning cycle ends and performance metrics confirmed
1 February	Cabinet Meeting to agree changes reflecting feedback
February	Full Council to consider adoption
16 February	Final accessible design version to be published online Launch of new plan
Spring	Business Plan will be the focus for interactive staff engagement forums

35. The Local Government Association will undertake a Corporate Peer Challenge in Spring 2022 as further ratification of the Council's ambitions.

Terence Herbert, Chief Executive

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17 September 2021

Appendices

Appendix 1: Business Plan Principles 2022-2032

Appendix 2: Service Delivery Planning Template

Background Papers

The following documents have been relied on in the preparation of this report:

[Wiltshire Council Performance and Risk Management Policy](#)