

# Wiltshire Council

Business Plan Principles  
2022 to 2032

Wiltshire Council

An aerial photograph of a town and its surrounding landscape. The town is densely packed with buildings, and a prominent church spire is visible on the right side. The foreground is dominated by lush green fields, some of which are divided into smaller plots. The sky is a clear, vibrant blue, and the overall scene is bright and sunny.

# Foreword

Wiltshire is a thriving County with a rich and diverse heritage. We are home to half a million people and around half of the population live in towns and villages with fewer than 5,000 residents.

Our strong and cohesive communities continue to be some of our proudest achievements and 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 purpose.

We want the people of Wiltshire to be empowered to live full, healthy and enriched lives. We want our communities to be beautiful and exciting places to live. We want our local economy to thrive and be supported by a skilled workforce. We want to 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 at pace, 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.

In all that we do we must continue to be inclusive and focus on preventing problems from arising, acting quickly when they do. We must strive to improve social mobility to ensure inequalities in our communities can be reduced.

As we deliver on our next business plan, it is vital we focus on the long-term challenges and plan accordingly. We need to be clear about what we want to achieve and we will do so by working closely with our local communities and partners as we cannot achieve anything in isolation.

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 what it is doing, 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, Wiltshire Council**



# Our mission



● 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 opportunity 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.



## Integration

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.



# Our mission is to help make Wiltshire a place where:

## Empowered People

**We get the best start in life** – Giving our children 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 and healthy lives.

**We stay active** – Keeping socially, physically and mentally active has direct and positive impacts on brain function, weight management, reducing disease and the ability to enjoy life. Improving all these for residents will lead to greater happiness and improved independence.

**We are safe** – Being safe throughout life and all its facets is a foundation that all should be provided. The Council delivers care services to the County's most vulnerable residents and in doing so accepts responsibility for keeping them safe throughout their lives.

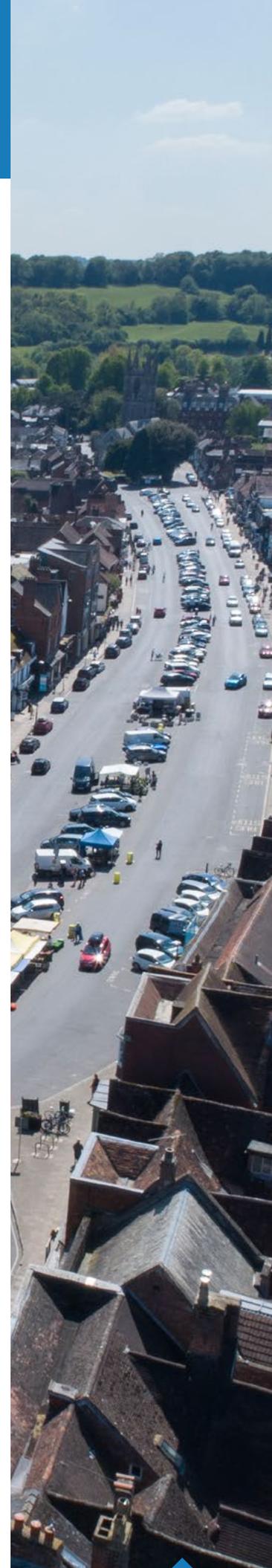


## Resilient Society

**We live well together** – Communities that are cohesive achieve more and are more resilient in the face of shocks and setbacks. A strong community also contributes enormously to a sense of personal wellbeing. It is also one of the known social determinants of health and we want to ensure our communities to be able to grow sustainably with access to leisure, arts, heritage and culture.

**We ensure decisions are evidence-based** – Communities that get involved and feel they can influence decisions are more engaged and happier. We want to make it easy for everyone to participate and engage in their community and in public services, as well as the decisions that affect their local areas.

**We have the right housing** - Improving housing supply is critical for ensuring people can live and work locally and play an active part in their community. We want to ensure that residents have easy access to high quality and affordable housing that's close to their family, that's right for them and in beautiful places.



## Thriving Economy

**We have the right skills to prosper** – We need a workforce with the right skills to match their ambitions and provide the skills that our businesses need. We also need to encourage more young people to live and work in Wiltshire. With the right workforce we can continue to attract and retain high value businesses and investment. In all that we do, we will support our market towns to develop and prosper.

**We have vibrant, well-connected communities** – We want people to be able to get around easily and access good services, including through digital channels. This will help grow the local economy in a sustainable way.



## Sustainable Environment

**We take responsibility for the environment** - Wiltshire's natural beauty, its historic sites, villages, houses and unique habitats and wildlife must be protected and nurtured. They also play a key part in the County's visitor economy and for the wellbeing of the people of Wiltshire. Experiencing the natural environment plays an important role in tackling levels of anxiety, stress and depression.

**We are on the path to carbon neutral (net zero)** - 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 support the whole of Wiltshire in its ambition for carbon neutrality too. Globally the planet is 1.2 degrees warmer than before the industrial revolution and this is already causing significant climate impacts with more extreme weather having an impact in Wiltshire. Together, we must take responsibility for the environment and ensure it is well used, cherished, protected, conserved and enhanced.



# Your council

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.

**Our Identity** is clear about the organisation we want to be and for our staff this means that they understand what is expected of them and what they can expect from us.

- 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 focussed 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 don't live their lives in the compartmentalised way that services historically have run.



This will all be underpinned by the following principles.

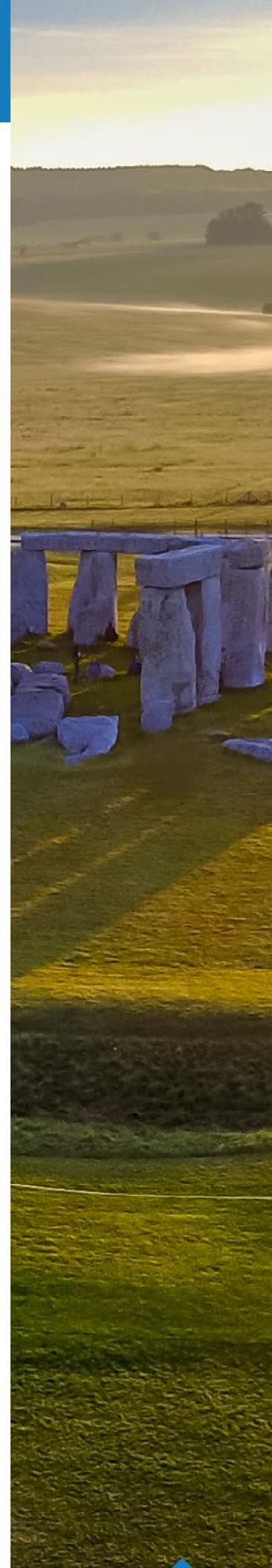
## **Delivering value (Financial, Performance and Risk Management)**

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

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 SMEs to tender for council contracts.

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

The Business Plan will be supported by an annual corporate



planning cycle which develops more detailed approaches and resource assessments for delivering each of the outcomes. These will be updated annually and used to inform the annual budget setting.

Progress will be 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.

### **Skilled, agile and engaged workforce**

We ensure staff have the knowledge, skills and confidence to be able to respond flexibly, where decisions are underpinned by 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 which encompasses organisational (service and job) design, behaviour, ways of working, upskilling, agile and flexible deployment and being able to respond to changing demands.

We 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.

### **Transformation and Business Change**

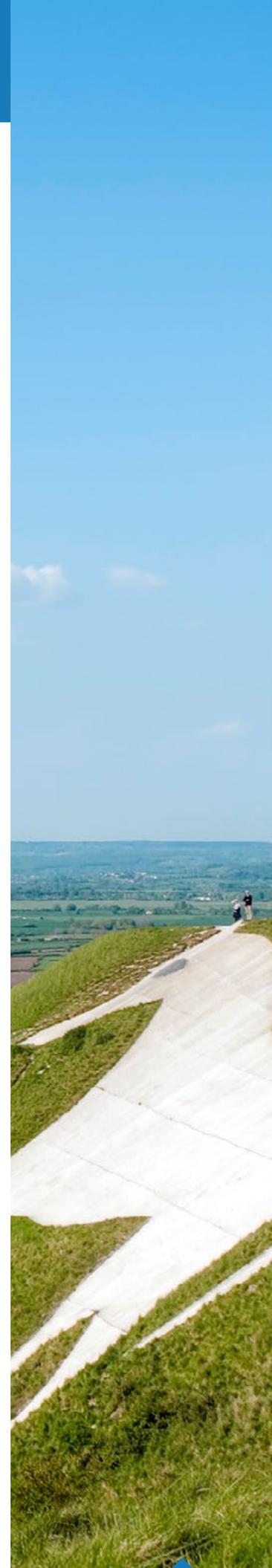
We have clear insight into how our services work from the customer's point of view and measure how well they are performing.

We redesign services through a rigorous programme and project-based approach, with regular checkpoints and benefits analysis.

We create a culture within the Council which 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 Members.

We establish the principles, standards and a framework for our range of projects across the Council and develop and deliver a programme consisting of a balanced, affordable and deliverable portfolio that enables the Council to meet its strategic aims and ambition.

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



There is clear coordination of transformation activity happening, we will bring services together, ensuring alignment with the business plan and key principles and preventing duplication of effort.

Transformational change is not only delivered successfully, but also embedded in the Council's capabilities and operating models are as efficient and effective as possible, being fit-for-purpose in achieving our strategic aims.

### **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 with access to accurate, consistent and timely information that supports 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.



# **Wiltshire Council**

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This document was published by Wiltshire Council

For further information please visit the following website: [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)