

Wiltshire Council

Full Council

3 September 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 the corporate directors to lead and manage the organisation to achieve the objectives set by the elected members.
2. Full council is asked to:
 - consider the proposed business plan 2013-17;
 - review the feedback from overview and scrutiny on the revised draft business plan circulated following the cabinet meeting on 23 July; and to,
 - approve the Business Plan for the next 4 years - 2013 17

Background

3. The business plan is an important document which sets the strategic direction of the council, its vision, goals, outcomes and objectives for the next four years.
4. Wiltshire Council approved its [first business plan](#) and supporting [financial plan](#) (2011-15) in February 2011. The proposed business plan for 2013-17 builds on and extends the vision, goals and achievements from the first business plan.
5. The new business plan has been 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

- the cabinet meeting on 23 July where members received feedback from all four overview and scrutiny committees on the first draft Chairman and vice chairman of the overview and scrutiny management and select committees considered a revised draft circulated following cabinet on 23 July.
8. Cabinet and CLT have been working on a revised plan incorporating some of the feedback and comments received, which is attached..

Main considerations for council

9. The plan is designed to enable the council to be flexible and responsive over the next four years. The final plan sets out the following political and organisational priorities:
- the vision and way of doing business between now and 2017
 - the corporate goals
 - 12 objectives - these are designed to be flexible should external factors require this.
10. The plan is supported by;
- an indicative four year financial model which will be updated as part of the budget monitoring and setting process
 - the council's business planning and individual objective setting process
 - an innovation plan which seeks to identify areas of priority for the business

Safeguarding considerations

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

Public health implications

12. The plan identifies 'people have healthy, active and high quality lives' as one of the six key outcomes for people and places and that public health is integrated at the heart of all public services as a key priority for the council.

Environmental and climate change considerations

13. The plan identifies 'everyone lives in a high quality environment' as one of the six key outcomes for people and places.

Equalities Impact of the Proposal

14. The 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.
15. 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 plan.

Risk Assessment

16. The council has considered risk throughout the development of the plan and the four year financial model. 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

17. 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 and demand for services; ongoing reduction in central government funding along with inflation and demographic changes. As a result, the initial model suggests that over the next four years our funding from central government will reduce by £22 million and our increase in service demands will be around £100million, which means we will need to find and realign £120 million to deliver our priorities. Like any good business we have to keep our costs down and make savings just to stand still. We will need to continue to remove waste and unnecessary bureaucracy to provide the services that our residents want and need. The plan provides a focus for where to invest, disinvest and take measures to address the demand forecasted.

Legal Implications

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

Next steps

19. Following approval the plan will be published in a user friendly format along with a "credit card" summary version that will set out the vision and outcomes that will be delivered in the next 4 years. These publications will be launched at the cabinet meeting on 24 September 2013.
20. The approved plan will be distributed and communicated to all key audiences including staff, partners, stakeholders and the general public.
21. All service directors will develop plans setting out how each area will deliver the key objectives and outcomes.

Proposal

22. Full council is asked to:
 - consider the attached business plan;
 - acknowledge the feedback from overview and scrutiny; and,
 - Approve the Business Plan for 2013 – 17.

Cllr Jane Scott OBE **Dr Carlton Brand** **Carolyn Godfrey** **Maggie Rae**
Leader **Corporate Director** **Corporate Director** **Corporate Director**

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Date of report: 20 August 2013

Background Papers - None

Appendices - Business Plan 2013-17