

# **Report of the Chief Executive to the meeting of Executive to be held on Tuesday 20 September 2016.**

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## **Subject:**

**Council Plan, 2016-2020**

## **Summary statement:**

**This report presents the new Council Plan 2016-2020, providing background on its development and the next steps in ensuring its delivery.**

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Kersten England  
Chief Executive

## **Portfolio:**

**Corporate**

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## **Overview & Scrutiny Area:**

**Corporate**

## **1. SUMMARY**

- 1.1 This report presents the new Council Plan 2016-2020, providing background on its development and the next steps in ensuring its delivery.
- 1.2 The Council Plan outlines what the Council will focus on over the next four years, working in partnership and delivering directly. Its primary audience is council staff and elected members.

## **2. BACKGROUND**

- 2.1 A one year Corporate Plan was agreed for 2013/14 on the basis that it captured the 'as is' position of the Council at that time, and that it would be reviewed once further transformation planning was complete. Since then there has been no corporate plan in place.
- 2.2 In June 2016 the Bradford District Plan was signed off by the Executive (and subsequently Full Council) outlining the ambitions and priorities for the district over the next four years. The Council Plan has consequently been developed to identify Bradford Council's contribution to delivering the district wide priorities.
- 2.3 The Council Plan outlines the Council's key aims, its role and critical actions over the next four years, as well as how we will measure our success. It focuses on new ways of doing things through greater working together with people and partners, how we will put people in charge of their own lives, and ensure fairness and make every pound count. This will enable the Council to concentrate on achieving its priority outcomes at a time of reducing budgets and increasing costs and demand.
- 2.4 The Council Plan has been written as a means of communicating our ambitions, role and actions to all council staff and Elected Members. It has been developed by the Corporate Management Team (CMT) in a collaborative manner, including through discussions with staff. It also incorporates work to outline behaviours that the Council looks for in its staff.
- 2.5 Discussions will continue on how our agreed outcomes can best be secured. However specific proposals for action and delivery over the next two years will be subject to budget consultation and subsequently budget setting from November 2016 to February 2017.

## **3. OTHER CONSIDERATIONS**

- 3.1 The Council Plan is presented at Appendix 1 and is designed as part of a suite of documents with the District Plan, as a means of setting out the Council's role and focus at a time of significant change across the public sector.



### 3.2 The Council Plan is presented as follows:

- a) Opening – foreword from the Leader of the Council, and the Council’s Chief Executive.
- b) Six chapters which outline our priorities, mirroring the priorities in the District Plan. These are:
  - Better skills, more good jobs and a growing economy
  - A great start and good schools for all our children
  - Better health, better lives
  - Safe clean and active communities
  - Decent homes that people can afford to live in
  - A well run Council, using all our resources to deliver our priorities
- c) Each of the six chapters outlines:
  - Our ambition and role for the next four years.
  - The steps we are going to take to achieve these are highlighted through actions to be taken over the next two years.
  - Our success measures to indicate how we know we are achieving the ambition, drawing on the measures set out in the District Plan.
  - Where to go for further information.
  - Case studies and quotes to bring the Plan to life.
- d) The final page sets out how staff behaviours will contribute to the delivery of the Plan.

3.3 Following approval by Executive the Council Plan will be presented to full Council on 18 October 2016 for adoption.

3.4 The detail and ethos of the Council Plan will be communicated through a range of different means after adoption by full Council. These will include materials developed to make the Council Plan feel accessible and relevant to all the Council’s staff. A plan on a page, slideshow and posters will be delivered, along with on going promotion through internal communications networks – team briefings, Bradnet, Yammer, Managers’ Express, and Pride@Work. A communications plan has been developed to reflect and manage the above activities in order to ensure full staff engagement. It will also help to make the links for staff between the Council Plan and the budget setting process. The member newsletter will also assist in communicating key messages to Elected Members.

3.5 Delivery of the Plan will be monitored and managed through the Council’s performance framework, including the Council and District Dashboards. Delivery Plans will be developed for each outcome, which will provide a link to individual staff contributions to delivery, to be embedded in staff reviews.

## 4. FINANCIAL & RESOURCE APPRAISAL

The Council Plan will bring about a greater degree of collaboration and co-production across the Council resulting in an improved ability to deliver efficiencies and sustainable use of resources. Contributions to it will be within the constraints of available financial and other resources.



## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

The absence of a Council Plan would restrict the Council's ability to deliver our priorities, jeopardising budget savings and limiting opportunity to transform the district.

## **6. LEGAL APPRAISAL**

Implementation of the Bradford Council Plan will have legal implications, in specific areas such as environmental law, employment law, social care law and procurement, in addition to public law issues, involving statutory powers and duties such as those under the Equality Act 2010. Legal support and guidance will be provided as required to support the plan's implementation.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

As one of the Council's values, equality (and therefore inequality) is at the heart of the work we progress. As decisions are made going forward on areas of work to prioritise impacts on the people of the district will be undertaken as an integral part of the process. Where disproportionate impacts are identified mitigations will be implemented where possible. This work will be reported on through the equality assessment process and through statements provided in formal committee reports.

### **7.2 SUSTAINABILITY IMPLICATIONS**

The Council Plan is forward looking and designed to be fit for the future, with the priorities set for the next four years. Environmental sustainability considerations are woven across all six priorities.

### **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

There are no greenhouse gas emission impacts arising from the Council Plan.

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

The development of the Council Plan has positive implications for community safety, with a key priority of the Plan being 'safe, clean and active communities'.

### **7.5 HUMAN RIGHTS ACT**

There are no human rights implications from the Council Plan.



## **7.6 TRADE UNION**

As annual budget decisions are implemented to reflect the priorities in the Council Plan, trade unions will as always be fully consulted and involved along with their members.

## **7.7 WARD IMPLICATIONS**

The Council Plan has been set out to cover the whole district and as such does not have direct implications on some wards over others.

## **8. NOT FOR PUBLICATION DOCUMENTS**

None

## **9. OPTIONS**

None

## **10. RECOMMENDATIONS**

10.1 The Executive approve the Council Plan 2016-2020 and recommend it to full Council for adoption.

10.2 The Executive approve the behaviours embedded in the Plan.

10.3 That officers are asked to develop Delivery Plans to ensure the commitments made in the Council Plan are undertaken and the impacts on the people of the district are assessed.

## **11. APPENDICES**

Appendix 1 – Council Plan 2016-2020

## **12. BACKGROUND DOCUMENTS**

District Plan 2016-2020 – <https://www.bradford.gov.uk/your-council/bradford-district-partnership/bradford-district-partnership/>

District Plan Dashboard – <https://bdp.bradford.gov.uk/district-intelligence/performance-framework/>

