

## Minutes of a meeting of the Executive held on Tuesday, 1 December 2020 Remotely

Commenced 10.40 am  
Concluded 12.40 pm

### Members of the Executive – Councillors

<b>LABOUR</b>
Hinchcliffe (Chair)
I Khan
Ross-Shaw
Ferriby
Jabar
Farley

Observers: Councillor K Green, M Pollard and Poulsen

#### 174. DISCLOSURES OF INTEREST

No disclosures of interest in matters under consideration were received.

#### 175. MINUTES

**Resolved –**

**That the minutes of the meeting held on 9 November 2020 be signed as a correct record.**

ACTION: City Solicitor

#### 176. INSPECTION OF REPORTS AND BACKGROUND PAPERS

There were no appeals submitted to review restricted documents.

#### 177. RECOMMENDATIONS TO THE EXECUTIVE

There were no recommendations to the Executive.

### **LEADER OF COUNCIL & CORPORATE**

*(Councillor Hinchcliffe)*

#### 178. COUNCIL PLAN 2021 - 2025

The Council Plan was a key document that outlined the Council's overall strategic objectives as a Local Authority over a four-year period and identified the Council's key priorities. A draft Council Plan was approved for consultation at Executive in October. The report of the Chief Executive (**Document "CQ"**) outlined the results of this consultation and was the first of several key strategic documents presented to this meeting of the Executive including the future financial strategy, the Equality Plan, the Procurement Strategy and the Council Workforce strategy.

The report provided a final version of the Council Plan and Key Performance Indicators (KPI's) for approval (included as Appendices 1 and 2). This had been amended following an external consultation on the Council Plan, a summary of this consultation can be found in Appendix 3.

In accordance with the Council's Constitution, the Council Plan was a key Council document and following Executive's approval, it would require to be approved and recommended to Council for adoption.

The Leader noted that the Council plan set out the Council's strategic objectives for 2021- 2025 of better lives, a better start in life, better educational outcomes and a regeneration programme. She emphasised the need to ensure that the workforce was developed to face the challenges ahead.

The Chief Executive noted that this was a key document that set an overarching framework in which budget proposals were developed the main one of which was to create prosperity in the district. She noted that the Covid19 pandemic had a deep impact and outlined the 6 priorities for rebuilding prosperity and wellbeing. She stressed that the priorities were cross cutting and were designed to tackle structural disadvantage and discrimination. The plan was about working in partnership and intervening at as early a stage as possible. The plan had undergone extensive consultation. It as noted that the corporate delivery plans would be reported to the Executive.

The Leader stressed that regardless of the challenges faced, there was still huge ambition for the district to create jobs and opportunities. She referred to the climate emergency and the ambition for net zero carbon target by 2038 and the opportunity to create now green jobs and opportunities.

The Leader of the Opposition group supported the addition of sections on young people's experience outside education and recognising other areas of the wider district. She was disappointed at the low percentage of responses from the focus groups and the survey. In response to her questions the Chief Executive noted that a full report would be made when the current plan ended April 2021. That the Keighley and Shipley towns fund would have a knock on effect in other areas. That the plan had been developed by staff in every part of the Council and there was no disappointment with the level of staff feedback. That the plan would be subject to consultation with partners and others. It was noted that approximately 200 responses had been received in the consultation and staff survey and there had been 20 person focus groups and 1 staff group. Staff over all the Council had been involved. It was stressed that it was a living document in a rapidly changing environment . Progress on performance against KPI's would be reported annually.

A member asked what the role of the voice of the child would have in developing the plan other than “Young Lives”. He also asked whether the plan focused on support for 13-18 age group as they got older, for whom Covid19 had proved a challenge in finding safe places to meet.

In response reference was made to the young Lives forum Ambassadors for Everyone and the need to ensure that more engagement was undertaken with young people. The impact on education and employment of 13-18 year olds had been recognised in the budget and in strengthening the Youth Service and establishment of Youth Ambassadors.

**Resolved -**

- (1) That the draft Council Plan set out in Appendix 1 to Document “CQ” and draft KPI’s and targets in Appendix 2 be approved.**
- (2) That following approval, the draft Council Plan and the draft KPI’s be presented to Full Council for full adoption.**

ACTION: Chief Executive  
Corporate Overview & Scrutiny Committee

**179. PROCUREMENT STRATEGY 2021-2025**

The Procurement Strategy was a key document that outlined the Council’s procurement vision and aims over the next four years. It was an enabling strategy for the Council Plan within the priority area of an ‘Enabling Council’.

The report of the Strategic Director Corporate Resources (**Document “CP”**) provided a summary of the Council’s Procurement Strategy 2021-2025 for Members to consider. The strategy was attached at Appendix 1.

The Leader stressed the importance that, where possible, Council finance was spent within the district and to support ethical projects. She added that the procurement strategy had to reflect the moral code of the Council while still obtaining value for money.

The Head of Procurement emphasised the need to engage with businesses in the district so that they were tender ready and to ensure that procurement documents were accessible and that systems were efficient, effective and streamlined.

The Healthy People and Places Portfolio Holder thanked the Head of Procurement and his team for their work. She welcomed the Council’s commitment to fair trade which was reflected along with other ethical practices in the Procurement Strategy.

The Head of Procurement urged businesses wishing to provide goods and services to the Council to get in touch via the portal and email address.

**Resolved –**

**That the Procurement Strategy 2021-2025 be approved and recommended to Council for adoption.**

ACTION: Strategic Director Corporate Resources  
Corporate Overview & Scrutiny Committee

**180. WORKFORCE DEVELOPMENT STRATEGY 2021/2025 AND PEOPLE STRATEGY**

The report of the Director of Human Resources (**Document “CR”**) contained background, analysis and recommendations with respect to the scope of and funding for the development of an inclusive People Strategy and the next stage of our Council Workforce Development plan.

The report provided recommendations based on an assessment of internal feedback from staff, existing reports (e.g., Hay, Equalities Objectives etc), current programmes within and outside Human Resources and Organisation Development (e.g. Kickstart) and an external review of latest trends in the Human Resources (HR) and Organisation Development (OD) profession.

The recommendations made would enable the Council as a whole to consolidate the good progress made to date against its current workforce development plan, allow it to prioritise areas where improvements were still needed (eg performance management) and enable it to implement a strategic people framework that would deliver sustained improvement that ensured its workforce outcomes were directly aligned with the Council plan.

The Leader emphasised that the Council's largest asset was its 8,200 approx. workforce who should be supported to achieve and progress with a view to developing senior management for the future. She went on to thank all Council employees for their work during the Covid 19 pandemic.

The Leader of the opposition group welcomed the report and joined in thanking Council employees for their work in difficult circumstances. She added that it was important to have the right people in the right roles and stressed the need to incentivise staff through promotion. She noted that many employees had worked in different roles during the pandemic and had thrived and added that this should be built upon with succession planning to enhance their skills going forward.

With reference to a member question regarding staffing for the Unicef Child Friendly City the Leader responded that the vast majority would be Council staff as it would essentially be about changing the way the Council operated to be child focussed. The Children and Families Portfolio Holder stressed that the Unicef Child Friendly City was about all children in the district and not just looked after children. He added that a lead officer would be recruited to work in the Office of the Chief Executive.

In responding to a comment from a member regarding the £16.2m paid in agency fees for social workers and support staff the Director of Human Resources acknowledged the high number of agency staff in Children's Services the majority of which were experienced social workers. She added that changes had

been made to speed up the recruitment process and that the Council was working with recruitment agencies and partners to bring in social workers from a wider field than previously while also focussing on retention and career pathways. The Children and Families Portfolio Holder referred the challenges in recruiting level 3 social workers which was a national issue and noted the emphasis on retaining and promoting staff from within the authority.

The Leader referred to the Chancellor's announced public sector pay freeze and expressed concern that she considered that the Local Government sector was very much undervalued by Central Government.

#### **Resolved -**

- (1) That with regard to the Council Workforce Development Plan 2021 – 2024, the additional funding needs set out in Document “CR” and the priority needs that must focus on be supported.**
- (2) That with regard to the People Strategy 2021 – 2026, the contents of the report be noted and the following be approved in principle:**
  - The approach to developing the Council People Strategy and associated implementation roadmap outlined in Section 9 and Appendices 3-5 of Document “CR”.**
  - Development of the Council Workforce Development Plan for 2021 – 2024.**
  - To review and sign off the People Strategy (date to be agreed) following engagement with key stakeholder groups.**
  - Commit to proactively and consistently support the development and implementation of the people strategy and ensure that Departmental Management Teams will do the same.**

ACTION: Director of Human Resources  
Corporate Overview and Scrutiny Committee

#### **181. PROPOSED FINANCIAL PLAN AND BUDGET PROPOSALS FOR 2021/22**

The report of Director of Finance (**Document “CS”**) set out the update on budget decisions and Council Tax including new proposals for consultation with the public, interested parties, staff and Trade Unions for 2021-22.

The Director of Finance tabled an addendum to Document “CS” following the Chancellor's Spending Review (CSR) statement on 25<sup>th</sup> of November 2020. He noted that some of those announcements had a material impact on the proposed 2021-22 Financial Plan. He added that the level of reserves required to balance the 2021-22 budget reduced from c£28m to c£12m. He added that further work would be undertaken to assess the full impact of announcements from the CSR , and some of the detail would be published by the Government as part of the

Provisional Settlement for Local Authorities. This is expected during the week commencing 14<sup>th</sup> December 2020.

The Leader in tabling Budget and Council Tax proposals for 2021/22 commented that the Government was unwilling to raise income tax but the same was not true of Council Tax. She was of the opinion that adult social care should be funded centrally and not from Council Tax. She referred to the level of uncertainty and the difficulty in planning which was not all related to the Covid19 pandemic and noted that the Adult Social Care Green Paper and the Fairer Funding Formula were still long waited. She added that the Council had been hit hard over the previous 10 years by cuts in funding and she thanked colleagues and officers in balancing the books and making difficult decisions. She added that the Council was now in a position where it had prudent financial management and that no new staffing cuts were being proposed and that all staff were needed going forward to meet the considerable challenges in the year ahead. She stressed that there would be no cuts to services and that reserves would be used to keep going and provide a solid foundation for the district in the coming year. She emphasised that the council had a role as a place maker and place shaper and investments were being made in people with a people powered economy, investments in green jobs and industries and skills for work. She noted that in the last recession investment had been made in people displaced from industry and noted the intention to ensure that this did not happen again, for which the authority was well placed.

The Education Employment and Skills Portfolios Holder noted the commitment to continue to address the skills gap in the district and raise attainment levels in schools.

The Leader noted that WYCA had recently agreed £13.5m additional skills funding.

The Children and Families Portfolio Holder noted the significant investment in Children's Social Care to protect the most vulnerable in society as Children's Social Care continued on an improvement journey. He highlighted the pressures regarding agency staff and that recruitment and retention was a priority to driving improvement.

The Healthy People and Places Portfolio Holder referred to the investment in Adult Services due to increased demand and the ability of the Council to raise an increased precept for adult social care. She however noted that the Green Papers on funding for adult social care had been awaited for over 4 years and stressed the need for sustainable funding for adult social care going forward. She noted that the tonnage of waste had increased during the Covid19 pandemic, that staff from other services had been deployed into the waste service and that the commodity price for recyclates had reduced which had increased pressure on the budget. She referred to the importance of the City of culture bid to the district. She noted the £25m commitment to responding to climate change and the climate emergency to build a greener district and referred specifically to the commitment to plant a tree for every child in the district which had featured on BBC Countryfile. She also referred to investment in electric fleet vehicles.

The Regeneration, Transport and Highways Portfolio Holder referred to housing

First and the continued investment to support rough sleepers and he thanked staff in the homeless service in getting 200 rough sleepers off the street. He noted that Housing First had started as a pilot 2 years ago and was expanded last year and that the budget had been kept at the same level because it was successful and had culminated in nearly halving the number of rough sleepers in the previous year. He was pleased to note that the street lighting project would reduce energy use in lighting by 2/3 and provide improved lighting and would bring over £4m social value to the district.

The Neighbourhoods and Community Safety Portfolio Holder noted that the number of referrals to the domestic violence service had increased by 76%. Funding was to be allocated in the budget for the stronger communities team. He thanked staff for their work during difficult times.

The Leader thanked staff including the finance team in putting together the budget amid a lot of uncertainty. She stressed the importance of increased investment in staff.

In response to a member question the Director of Finance confirmed that the £3.5m saving as a result of the public sector pay freeze was a net saving and that government advice was that those earning over £25,000 would not get a pay award.

The Director of Finance concluded that there was still a gap in funding for the next year and that the additional Covid19 funding was welcome. He noted that there had been a commitment to meet 75% of Council Tax and Business Rates losses so the authority would still have to manage 25% of the losses. He added that the Government funding would be provided for loss of income due to Covid19 of 75p in the £ pound so there would still be pressures as losses were not being funded on a pound for pound basis.

**Resolved -**

**That Executive, having considered the Council's public sector equality duty as set out above:**

- (a) Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed Council Tax and Social Care precept for 2021/22 set out at in section 6 of Document "CS".**
- (b) Approve for consultation as required with the public, interested parties, staff and Trade Unions the proposed investments as set out in sections 8 to 14 of Document "CS".**
- (c) Approve for consultation as required with the public, interested parties, staff and Trade Unions the new budget savings proposals for 2021/22 set out in section 15 of Document "CS".**
- (d) Approve for consultation as required with the public, interested parties, staff and Trade Unions amendments to previously agreed savings proposals for 2021/22 set out in section 16 of Document "CS".**
- (e) Note the proposed use of reserves as set out in section 18 of Document "CS".**

- (f) Approve for consultation the proposed new capital schemes PCS1 to PCS7 as set out in section 21 of Document “CS”.**
- (g) Approve the consultation mechanisms and processes set out in section 22 of Document “CS”.**

ACTION: Director of Finance  
Corporate Overview & Scrutiny Committee

## **182. FINAL DRAFT COUNCIL EQUALITY OBJECTIVES AND EQUALITY PLAN**

The report of the Assistant Director Office of the Chief Executive (**Document “CT”**) provided Executive with a final draft Equality Objectives, and Equality Plan for approval.

The final draft Equality Objectives, and Equality Plan was provided at appendix 1 and the consultation feedback is included as appendix 2 to Document “CT”. Following approval of this plan, it would be published alongside an easy read version.

The Neighbourhoods and Community Safety Portfolio Holder noted that the Covid19 pandemic had highlighted inequalities among ethnic minorities and people with disabilities. He added that equality and diversity was at the heart of the organisation and that concerns had been listened to. He stressed the need to keep the Equality Objectives and Equality Plan under review and to support colleagues in the authority. He added that stretching targets had been set to track progress.

### **Resolved -**

- (1) That the final draft Equality Objectives and Equality Plan be approved as outlined in Appendix 1 to Document “CT”.**
- (2) That officers be instructed to make arrangements to implement and monitor action against the Equality Objectives as outlined in the Equality Plan.**
- (3) That officers be instructed to report progress towards achieving the Equality Objectives to Corporate Overview and Scrutiny Committee every six months and to Executive Committee in 12 months’ time.**
- (4) That officers be instructed to report findings and recommendations from the LGA review of the Council’s equality arrangements, as outlined in the Equality Plan, to this Committee as soon as is practical following the review.**

ACTION: Assistant Director Office of the Chief Executive  
Corporate Overview & Scrutiny Committee

## **HEALTHY PEOPLE AND PLACES PORTFOLIO**

*(Councillor Ferriby)*

### 183. MONUMENTS REVIEW

The Strategic Director of Place presented a report (**Document “CU”**) requesting the Executive to note and comment on the report of an externally led review of statues and monuments across the District, in response to the Black Lives Matter movement. The Executive was asked to approve the recommendations for the next stage of the work, leading to telling a more diverse story of Bradford District. An independent external Steering Group was set up to conduct the Review.

The Healthy People and Places Portfolio Holder thanked the Chair and the Steering Group on their work in producing the report. She noted the very rich and diverse history across all communities in the district. She added that work would be undertaken with communities to tell the diverse story of the history of the district and its people.

The independent Chair of the Steering Group attended the meeting. He noted the number of people in the district who were of dual heritage and stressed the need for young people to see the valuable contribution that their predecessors had made in the district.

The Education, Employment and Skills Portfolio Holder emphasised that the contributions of all citizens of all backgrounds be highlighted so that young people could recognise themselves and the positive contributions made.

The Leader of the Opposition group thanked the Chair and members of the steering group on their work and noted the unique history of the district and the need to embrace it and learn from it.

#### **Resolved -**

- (1) That the recommendations in section 9 of the Steering Group’s report be accepted:**
  - (a) Not to remove or move any of the statues and monuments in our public realm, but to better interpret them and provide greater understanding of the role of colonialism in the history of Bradford District through new educational materials, working with local schools and communities, and the Council’s libraries and museum services. To do this properly, additional funding is required, and we recommend the Council applies to relevant funding bodies for project funds.**
  - (b) To ensure every opportunity is taken to recognise and celebrate Black Lives and our diverse communities, strengthening the Council’s co-ordination of Black History Month and other relevant cultural calendar events, ensuring the District’s diverse stories are**

**told.**

- (c) To ensure that the Council's policies in relation to commissioning new statues and monuments, for agreeing street names and building names, and any other ways in which the public realm commemorates individuals and communities, is diverse and inclusive.**
- (d) To ensure that the Council's processes for honouring individuals (including the Freedom of the City and other citizen awards) are diverse and inclusive.**
- (2) That the Executive approves this project moving ahead to Phase 2, which will focus on working with local communities to uncover the 'untold' stories of diverse people who helped shape the District.**
- (3) That opportunities for additional funding be explored to provide for new educational materials, working with local schools and communities, and the Council's libraries and museum services.**

**ACTION: Strategic Director of Place  
Regeneration & Environment Overview & Scrutiny Committee**

Chair

**Note: These minutes are subject to approval as a correct record at the next meeting of the Executive**

THESE MINUTES HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER