

# **Report of the Chief Executive to the meeting of Council to be held on Tuesday 18 October 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.**

Kersten England  
Chief Executive

**Portfolio:**

**Corporate**

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**Overview & Scrutiny Area:**

**Corporate**

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## **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 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. The Council Plan has since been signed off by the Council's Executive on 20 September 2016.
- 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 equality 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 to promote 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 and targets to indicate how we know we are achieving the ambition, drawing on the measures set out in the District Plan.
  - 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 The detail and ethos of the Council Plan will be communicated through a range of different means ready to be launched after the Plan is adopted by full Council. These include materials developed to make the Council Plan accessible and relevant to all the Council’s staff and elected members, including summary versions, presentation slides, roller banners and posters reflecting the key messages of the Plan. Staff and Member computer log in screens and screensavers will display key messages. Access to the Council Plan will also be available through online information will be updated. Key messages will also continue to be placed at the heart of our communications work through blogs, ‘Meet the Chief Executive’ sessions, management conferences and workforce learning.

3.4 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.

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 principles, equality is at the heart of the work we undertake. 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.

As the Council Plan impacts on the whole district and therefore on a large number of people consideration has been presented in more detail through a fuller equality impact assessment, presented at appendix 2.

### **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 That the Council Plan 2016-2020 be adopted.

## **11. APPENDICES**

Appendix 1 – Council Plan 2016-2020

Appendix 2 – Equality Impact Assessment of the 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/>



## Appendix 2: Equality Impact Assessment of Council Plan 2016-2020

### Equality Impact Assessment Form

Reference – n/a

<b>Department</b>	Office of the Chief Executive	<b>Version no</b>	1.0
<b>Assessed by</b>	Kathryn Jones	<b>Date created</b>	26.09.16
<b>Final approval</b>	Sam Plum	<b>Date signed off</b>	06.10.16

The Equality Act 2010 requires the Council to have due regard to the need to

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups

### Section 1: What is being assessed?

#### 1.1 Name of proposal to be assessed.

Council Plan 2016-2020

#### 1.2 Describe the proposal under assessment and what change it would result in if implemented.

The Council Plan sets out the Council's priorities for the next four years, the high level actions we will undertake to meet those priorities and our measures of success. The Plan will impact the whole of the district with the detailed impacts of individual actions only known once accompanying delivery plans are developed.

### Section 2: What the impact of the proposal is likely to be

#### 2.1 Will this proposal advance equality of opportunity for people who share a protected characteristic and/or foster good relations between people who share a protected characteristic and those that do not? If yes, please explain further.

The Council Plan includes an outcome on Safe, Clean and Active Communities. To achieve this, the Council will actively work with communities to continually advance equality of opportunity and foster good relations. This will be done through working to improve community relations and local networks. This ambition will also be applied throughout the Plan as the Council delivers against all its priorities.



**2.2 Will this proposal have a positive impact and help to eliminate discrimination and harassment against, or the victimisation of people who share a protected characteristic? If yes, please explain further.**

As the Council continues its work on promoting positive community relations, this would include eliminating discrimination and harassment of individuals. The Council will work with partner organisations to ensure that people aren't discriminated against so they can earn a good living and live in decent affordable homes of their choosing. The Council will ensure that services are available to people when they need them and that care services are there to support people and leave them in charge of their own lives. The Council Plan also prioritises making our communities safe and clean places to live.

**2.3 Will this proposal potentially have a negative or disproportionate impact on people who share a protected characteristic? If yes, please explain further.**

The Council Plan will not have any disproportionate impacts on people who share a protected characteristic. However as individual delivery plans and accompanying budgets are developed in support of the Plan, further analysis will take place to identify disproportionate impacts and put in place mitigations where possible.

However as the Plan impacts on the whole district and therefore on a large number of people it was felt that consideration should be presented in more detail here.

**2.4 Please indicate the level of negative impact on each of the protected characteristics?**

(Please indicate high (H), medium (M), low (L), no effect (N) for each)

<b>Protected Characteristics:</b>	<b>Impact (H, M, L, N)</b>
Age	N
Disability	N
Gender reassignment	N
Race	N
Religion/Belief	N
Pregnancy and maternity	N
Sexual Orientation	N
Sex	N
Marriage and civil partnership	N
<b>Additional Consideration:</b>	
Low income/low wage	N



**2.5 How could the disproportionate negative impacts be mitigated or eliminated?**  
(Note: Legislation and best practice require mitigations to be considered, but need only be put in place if it is possible.)

Further consideration will be given as delivery plans are developed.

### **Section 3: Dependencies from other proposals**

**3.1 Please consider which other services would need to know about your proposal and the impacts you have identified. Identify below which services you have consulted, and any consequent additional equality impacts that have been identified.**

Further consideration will be given as delivery plans are developed.

### **Section 4: What evidence you have used?**

**4.1 What evidence do you hold to back up this assessment?**

Further consideration will be given as delivery plans are developed.

**4.2 Do you need further evidence?**

n/a

### **Section 5: Consultation Feedback**

**5.1 Results from any previous consultations prior to the proposal development.**

Consultation activity will be undertaken as required as deliver plans are developed.

**5.2 The departmental feedback you provided on the previous consultation (as at 5.1).**

n/a

**5.3 Feedback from current consultation following the proposal development (e.g. following approval by Executive for budget consultation).**

n/a

**5.4 Your departmental response to the feedback on the current consultation (as at 5.3) – include any changes made to the proposal as a result of the feedback.**

n/a

