

Overview and Scrutiny Management Board

11 February 2019



Report of: Tim Borrett, Director: Policy, Strategy and Partnerships

Title: Draft Bristol City Council Business Plan 2019/20

Ward: All

Officer Presenting Report: Jean Candler, Head of Policy and Public Affairs

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Recommendation

For the Overview and Scrutiny Management Board to consider the draft Business Plan 2019/20 ahead of it being finalised and presented to Cabinet on 2 April 2019.

The significant issues in the report are:

The corporate business plan sets out how the Council will make progress on its key commitments (as set out in the Corporate Strategy 2018-2023) within the financial year 2019/20.

This overall plan is a summary of the key and notable actions and activities within the year and do not describe everything the Council does. It is drawn from the detailed contents of Service Plans created by every service (i.e. at third tier 'Head Of...' manager level), as selected by relevant Executive Directors, Directors and the council's centralised Policy, Strategy and Partnerships division.

The draft version presented to members at this meeting has been seen and commented upon during a workshop for scrutiny members held on 28/2/2019. It has yet to be fully updated following this feedback due to a dispatch deadline of 01/03/2018.

1. Summary

The report sets out the Council's corporate business plan for 2019/20 – on how we will deliver the second year of the [Corporate Strategy 2018 - 2023](#), building on the foundations laid in the first year.

Of the actions listed under each Corporate Strategy theme (Empowering and Caring; Fair and Inclusive; Well Connected; Wellbeing) about 40% closely relate to or continue actions from the current 2018/19 year, 47% are new actions (not alluded to in the [Business Plan 2018/19](#)) and 12% are new actions describing the council's contribution to city-wide [One City Plan](#) priorities.

2. Context

[Full Council adopted](#) the five-year [Corporate Strategy 2018 – 2023](#) in February 2018 and the business plan is an annual publication setting out how we will deliver our commitments as set out in that document. It provides a high-level bridge linking the Corporate Strategy with over 100 detailed Service Plans held within departments across the council. These Service Plans align with the council's budget planning process, risk management and business continuity procedures to ensure strategic and operational elements of business and service planning consider all relevant issues in the round.

The relevant Executive Director Meetings (EDMs) have approved those individual Service Plans, and from these Directors and the council's Policy, Strategy and Partnerships team have selected high level actions for inclusion in this draft BCC Business Plan 2019/20 as an articulation of high priority planned activity. This, along with the council's statutory and regulatory functions, will form the basis of 'core' council business in 2019/20, used by the Corporate Leadership Board and managers across all tiers as a key tool to prioritise and direct the limited resources available to the council.

The Business Plan links closely (though not entirely) with the council's Performance Framework. The Performance Framework measures the overall outcomes for citizens (as set out in the Corporate Strategy) with further detailed measures relating to the management of council services. Much of this will be relevant and correlated to actions in the Business Plan, but it should be noted that some actions in the plan will have alternative methods of measurement (for example specific projects will have their own criteria, milestones and output measures). Performance against the framework is reported quarterly to various management and scrutiny fora, and again following year-end with an overall position for the past financial year.

The council's business planning is an evolving process which began (in this iteration and format) in 2017/18 as part of the council's overall improvement journey. The current process will be audited as part of a lessons-learned process to further improve future business-planning cycles.

3. Policy

This business planning is the activity which demonstrates how we are delivering the Corporate Strategy, which is the central plank of the council's policy and strategy framework. The Business Plan 2019/20 is not a key decision in and of itself, and both it and the Performance Framework are approved by officers at Statutory and Policy Board (or Corporate Leadership Board). In the interest of transparency both documents are then presented to Cabinet as information items.

4. Consultation

a)Internal

The Business Plan has been reviewed by the Mayor and Cabinet (the Cabinet lead is Deputy Mayor, Cllr Craig Cheney) and Executive Directors. There has been extensive engagement with all Directors and Service Managers. All service areas were required to submit Service Plans which have been approved by Executive Directors. The Business Plan is formulated from the Service Plans.

A members' workshop took place on 28 February 2019:

- To engage members in the substance of the Business Plan
- To consider the emerging Performance Framework and its usefulness for members
- To gather Scrutiny's views to inform debate and discussion at OSMB on 11 March

This session was very positively received by members, who provided extensive feedback including:

- suggested milestones were more clearly set out to differentiate between shorter and longer term goals and activities
- ways to ensure that the Performance Framework would enable them to concentrate on areas in most need of oversight and development
- consideration and clarification of if/how performance measures align to business plan actions and how proportionate / resource-intensive performance tracking and reporting should be
- various detailed suggestions on presentation and language, including provision of accessible versions and the potential for enhanced digital document providing embedded further reading
- a desire to engage as early as possible in future business planning cycles

This feedback is being considered and, where agreed, written in to the final draft of the Business Plan. It should be noted that the version dispatched with this report does not include those updates, but more detail can be tabled on 11 March and a verbal update provided by officers.

b)External

The Corporate Strategy 2018-2023 was publicly consulted during its development in 2017/18. Every year the Council publicly consults on its budget. For the 2019-20 budget, this consultation took place in the autumn of 2018. The budget was approved by Full Council on [26 February 2019](#) and provides a financial envelope linked to the Service Plans underpinning this draft Business Plan.

5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --

- remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
- tackle prejudice; and
 - promote understanding.
- 5b) The Business Plan 2019/20 encapsulates the council's overall priorities and this includes having due regard for our duties under the Public Sector Equality Duty. The plan sets out our commitment to deliver the Equality and Inclusion Strategy, which was adopted by Full Council in November 2018.

Appendices:

Appendix A – Draft Business Plan 2019-20

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**Background Papers:**

- Corporate Strategy 2018 – 2023 - <https://www.bristol.gov.uk/policies-plans-strategies/corporate-strategy>
- Business Plan 2018/19 - <https://www.bristol.gov.uk/policies-plans-strategies/corporate-strategy>
- Draft Performance Framework 2019/20 (provided as part of this meeting's agenda pack)
- Bristol One City Plan v1.0 - <https://www.bristolonecity.com/one-city-plan/>
- Full Council, 20 February 2018 - <https://democracy.bristol.gov.uk/ieListDocuments.aspx?CId=142&MId=2705>
- Full Council, 26 February 2019 - <https://democracy.bristol.gov.uk/ieListDocuments.aspx?CId=142&MId=3188>