

Report for:
ACTION

Item Number:

Contains Confidential or Exempt Information	NO
Title	Council Plan delivery plan 2023/24
Responsible Officer(s)	Amanda Askham, Strategic Director Strategy and Change
Author(s)	Amanda Askham, Strategic Director Strategy and Change
Portfolio(s)	Leader of the Council
For Consideration By	Full Council
Date to be Considered	19 September 2023
Implementation Date if Not Called In	Not applicable, as this is a non-key decision
Affected Wards	All
Keywords/Index	Council Plan, Deliverables, Four year commitments, Tackling Inequality and Crime, Climate Action, Healthy Lives, Fairer Start, Decent Living Incomes, Inclusive Economy, Safe and Genuinely Affordable Homes, Good Growth and New Housing, Thriving Communities

Purpose of Report:

To agree the Council Plan delivery plan 2023/24

1. Recommendations for DECISION

Council is recommended to agree the Council Plan delivery plan 2023/24 (included as the appendix to this report).

2. Reason for Decision and Options Considered

2.1 Ealing's [Council Plan 2022-26](#), sets our vision and strategy for the next four years and our promises, which focus on the priorities of our residents, businesses, and other stakeholders. It is our high-level strategic response to the opportunities and challenges facing us now and in the future.

2.2 A delivery plan is published annually to set out the activity that the council will deliver each year to help meet the commitments we have made in the Council Plan 2022-26. The annual delivery plan translates the administration's priorities into council operations and is a key part of effective corporate strategy and governance.

3. Key Implications

The Council Plan delivery plan 2023/2024 sets out the activity required over the next year to meet our Council Plan commitments. This will focus and drive the council's activities and prioritise resources over the coming year. The priorities will also inform the council's business planning and budget setting processes which set out in detail how the council will manage its resources to achieve these goals and deliver on its key performance indicators and targets.

4. Financial

The Council Plan delivery plan 2023/2024 will drive and shape council's change work and influence the prioritisation of council resources, including financial resources. It will provide the context in which proposals are developed and decisions are taken which will need to be incorporated into the development of future budget and spending plans.

5. Legal

- 5.1 There is no legal requirement to adopt a Council Plan and associated delivery plan. However, where a council has chosen to have such plan then it must be approved by Full Council. The Council Plan and associated delivery plan form part of the policy framework of the council, as set out in Article 4 of Part 2 of the constitution. All decisions taken by cabinet, committees, councillors and officers are required to comply with the council's policy framework.
- 5.2 Many of the commitments set out in the delivery plan will require separate detailed reports, including details of the options considered, rationale, and key implications, before they can be implemented. Some proposals may require consultation; where that is the case, the outcome of such consultation will need to be considered before a final decision can be taken on whether to go ahead with the proposal in question.
- 5.3 The council has a duty, in carrying out its functions, to have due regard to the need to achieve the objectives set out in s.149 of the Equality Act 2010 to:
 - eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010.
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.4 The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 5.5 For some proposals, a full Equalities Analysis Assessment will need to be carried out, in relation to their equalities impacts, before a final decision can be taken on whether to implement them.

6 Value For Money

- 6.1 Value for Money (VFM) is a key priority within the Council Plan, with a significant programme of work behind it to ensure that the council can respond to financial challenges in a way that best enables priorities to be met.
- 6.2 Managing within approved budgets and the achievement of efficiency savings are key responsibilities of budget managers, identified as such in their performance objectives, which have helped promote the VFM culture at the council.
- 6.3 The budget process compliments the priorities set out in the Council Plan, providing the framework in which the council can look to improve performance and achieve better VFM through the council's existing financial and policy frameworks such as contract procedure rules and social value.

7. Sustainability Impact Appraisal

- 7.1 The Council Plan and the priorities for 2022-26 reinforce the council's commitment to address the climate and ecological emergency in a swift and urgent manner. Climate action is a cross cutting objective throughout the plan and integrates comprehensively with the Climate and Ecological Emergency Strategy, adopted in January 2021. The council will ensure a sustainable approach to planning and delivery in the coming years to support the council's net zero 2030 ambitions, and the activities detailed in the plan include several projects and improvements that will contribute to this.

8. Risk Management

Risk	Consequence	Mitigation
That the council does not have a clear vision and plan for delivery of key commitments.	Short term and reactive decision making which is not in the best interest of the Council over the longer term. Lack of clarity for staff and partners	Adoption of the Council Plan delivery plan. Communication of and engagement with the council's delivery plan.
Delivery of the Council Plan costs more than budget / funding available.	Council is faced with not delivering/ setting a balanced budget or faced with an in-year budget pressure.	<ul style="list-style-type: none"> Any decisions to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Council Plan and within the overall general fund and HRA budgets envelope.

		<ul style="list-style-type: none"> • The Medium Term Financial Strategy is reviewed to ensure alignment with the priorities of the Council Plan in context of the overall funding envelope. • Proactively seeking and accessing external funding sources to support delivery of key priorities and minimising the impact on council budgets. • Where required, funding may be reprioritised or spend reprofiled to either set a balanced budget or mitigate in-year budget pressure
The council does not deliver the commitments in the plan	Positive change for residents, businesses and other stakeholders is not delivered.	<ul style="list-style-type: none"> • Regular tracking of delivery. • Integration of the priorities into the planning and budgeting cycle. • Communication and engagement with staff and partners.

9. Community Safety

Making the borough safer is a key priority for the council and its partners, and the priority ‘Tackling Inequality and Crime’ focuses on keeping young people safe from harm as well as reducing crime and improving safety for all residents of the borough, working with the police and other partners on all aspects of crime and community safety.

10. Links to the 3 Key Priorities for the Borough

The Council Plan and associated delivery plan are specifically about delivering against the council’s administration three key priorities for the Borough of Ealing. They are:

- fighting inequality
- tackling the climate crisis
- creating good jobs.

11. Equalities, Human Rights and Community Cohesion

11.1 Tackling inequality and discrimination is a cross cutting priority in the Council Plan and is reflected in the 9 delivery priorities. The council will continue to build a borough where different communities live happily alongside each other and have opportunities to come together. The plan sets out how we address the findings of the Race Equality Commission report and support communities so that residents achieve their full potential.

11.2 Equalities Analysis Assessments (EAAs) will be produced as required with regard to specific decisions. We will ensure our staff are fully trained to complete meaningful EAAs as we recognize the importance of reflecting the analysis in our decisions and service design.

12. Staffing/Workforce and Accommodation implications:

Staffing and workforce implications are reflected in the individual sections of the delivery plan. Following publication, the 23/24 Council Plan delivery plan will be supported by a programme of staff communication and engagement to help ensure that staff understand the priorities and their role in delivering them.

13. Property and Assets

Property and asset implications are picked up through a range of priorities included in the updated Council Plan delivery plan and in principle reflect the need to make efficient use of the council's property and assets at an affordable cost, or to generate income, to support the delivery of council priorities.

14. Any other implications:

None

15. Consultation

The Council Plan delivery plan 2023/24 (included as Appendix 1) takes on board feedback from discussions with the Leader and respective portfolio holders, the Chief Executive, strategic leadership team and service leads.

16. Timetable for Implementation

Activity	Timescale
Draft delivery plan 2023/24 published	17 August 2023
Full Council considers the Council Plan draft delivery plan 2023/24	19 September 2023
Strategic director: strategy and change considers and agrees further changes with the Leader of the council following feedback from Full Council.	Following Full Council
Publication of the Council Plan delivery plan 2023/24 on the council's website	October 2023
Cabinet reviews annual progress on the plan	June 2024

17. Appendices

Appendix – Council Plan delivery plan 2023/24

18. Background Information

[Council Plan 2022 - 2026](#)

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Cllr Peter Mason	Leader	8/8/2023	9/8/2023	Throughout
Tony Clements	Chief Executive	9/8/2023	9/8/2023	Throughout
Helen Harris	Director of Legal and Democratic Services	9/8/2023	9/8/2023	Throughout
Emily Hill	Strategic Director of Resources	2/8/2023	9/8/2023	4 and 6

Report History

Decision type:	Urgency item?
Non-key decision	No
Report no:	Report author and contact for queries:
	Amanda Askham, strategic director strategy and change