



# Policy and Strategy

## Corporate Strategy 2018 - 2023

**Full Council – 20/02/2018**

**Appendix Aii – Change Log**



## Introduction:

The Corporate Strategy and Budget (CS&B) consultation – known as ‘High Hopes, Tough Times’ - was open between 6 November 2017 and 17 December 2017 and sought views from the public (including businesses and organisations which represent non-domestic rate payers) about Bristol City Council’s 2018/19 budget proposals, future savings proposals to 2022/23 and the draft Corporate Strategy 2018-2023.

The CS&B consultation sought feedback on:

- the scale of Council Tax increase in 2018/19;
- a proposed Social Care Precept of 3% on top of the proposed increase in Council Tax;
- savings and income proposals which would deliver £35m of savings and additional income in 2018/19 with further savings/income in subsequent years to 2022/23;
- the council’s draft Corporate Strategy, with specific questions on the 23 key commitments and suggestions for other key commitments the council should include.

The following table details substantive changes made to the draft Corporate Strategy 2018 – 2023 (not the council’s budget proposals) following this consultation and further engagement with senior leaders and Executive members within the council.

## Change Log:

| Page | Change  | Rationale  |
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| 6    | <b>Corporate Strategy – at a glance</b><br>Deleted ‘Belonging’ theme. (Reflected where relevant throughout document.) | <p>Some consultation respondents and Extended Leadership Team (ELT) agreed there were too many Key Commitments, making prioritised planning more challenging.</p> <p>In some cases views were expressed that the Key Commitments should not be high priorities because they were arguably less vital than other specific deliverables which aren’t included in this high level document.</p> <p>There were observations that several Belonging</p> |

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|       | Moved 'Give children the best possible start in life' from Wellbeing theme to Empowering and Caring theme. (Reflected where relevant throughout document.)  | commitments were better placed as underpinning 'principles'.<br><br>Reflects a change in Commitment wording which brought this in to scope under Empowering and Caring theme.   |
| 6 & 9 | <b>Our Values and Behaviours</b><br><br>Active prefixes added to Values to better demonstrate them in action.   | Consultation feedback on grammar and what constituted a 'value'.  |
| 7     | <b>Corporate Strategy – at a glance</b><br><br>Removed the following Key Commitments:<br><br><ol style="list-style-type: none"> <li>1. Deliver high standards of physical accessibility, becoming a city that is safe and open for everyone. (Well Connected 3)</li> <li>2. Build resilience, improving our ability to cope with environmental, economic or social 'shocks and stresses' while putting Bristol on course to be run entirely on clean energy by 2050. (Wellbeing 3)</li> <li>3. Encourage life-long learning in environments where both academic and emotional development are understood and delivered together. (Wellbeing 4)</li> <li>4. Develop political connectivity locally, nationally and globally to benefit Bristol, involving people and influencing decisions which affect us. (Belonging 1)</li> <li>5. Bring greater race, class, sexuality, gender and disability diversity to city leadership. (Belonging 2)</li> </ol> | Feedback that this could be addressed under commitment to improved physical connectivity.<br><br>Moved to become an under-pinning principle (p10).<br><br>Feedback regarding number of commitments and relatively low popularity in consultation. Addressed the intention of this in the description of Fair and Inclusive Commitment 2 on education (see p19/20)<br><br>Feedback regarding number of commitments and relatively low popularity in consultation. Addressed partially in new 'Our Partners' (p12/13) section on national/international.<br><br>Feedback regarding number of commitments and relatively low popularity in consultation. Inclusivity already a golden thread and limited scope for direct council influence over other forms of city leadership. |

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|   | <p>6. Support meaningful city participation, offering more involvement in decision-making and social investment in the community. (Belonging 3)</p> <p>7. Take a zero-tolerance approach to abuse or crime based on gender, disability, race, religion or sexuality. (Belonging 5)</p>   | <p>Feedback regarding number of commitments. Participation element added to Well Connected Commitment 3 on social isolation.</p> <p>Moved to become an under-pinning principle (p10), adding age as a named characteristic.</p>  |
| 7 | <p><b>Corporate Strategy – at a glance</b></p> <p>Amended several Key Commitments:</p> <p><b>EMPOWERING AND CARING:</b></p> <p>1. Removed commitment ‘Protect children’s centre services and develop their role in communities’ and built this in to commitment on corporate parenting and safeguarding, giving it a broader definition. New Key Commitment:</p> <p>Give our children the best start in life by protecting and developing children’s centre services, being great corporate parents and protecting children from exploitation or harm.</p> <p>2. Amended Commitment 3 to include safeguarding and highlight focus on early intervention:</p> <p>Provide ‘help to help yourself’ and ‘help when you need it’ through a sustainable, safe and diverse system of social care <b>and safeguarding provision, with a focus on early help and intervention.</b></p> <p><b>FAIR AND INCLUSIVE</b></p> <p>1. Updated Commitment 2 to improve grammar:</p> <p>Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and a transparent</p> | <p>Feedback regarding number of commitments and strong thematic links between these. No material impact on actions/outcomes.</p> <p>Member and stakeholder feedback on explicitly highlighting early intervention. Inclusion of safeguarding takes account of amendment to Commitment 1 to ensure adult safeguarding was not lost.</p> <p>Member feedback. No material impact.</p> |

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|  | <p>admissions process.</p> <p>2. Linked Commitments 3 &amp; 4 (diverse economy and work experience/apprenticeships) to form a single commitment:</p> <p>Develop a diverse economy that offers opportunity to all <b>and makes quality work experience and apprenticeships available to every young person.</b></p> <p>(N.B. Previous wording on nature of diverse economy moved to description of commitment.)</p> <p>WELL CONNECTED</p> <p>1. Amended Commitment 3 (social isolation) to include reference to 'participation' previously included in Belonging Commitment 3:</p> <p>Reduce social isolation and help individuals and communities <b>participate in the city.</b></p> <p>WELLBEING</p> <p>1. Combined elements of Commitments 2 and 3 along with new content on cleaner streets and access to parks and green spaces:</p> <p>Keep Bristol on course to be run entirely on clean energy by 2050 <b>whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.</b></p> <p>2. Updated Commitment 3 to reference fuel poverty:</p> <p>Tackle food <b>and fuel</b> poverty.</p> | <p>Feedback regarding number of commitments and strong thematic links between these. No material impact on actions/outcomes.</p> <p>Retaining commitment to improving citizen participation given deletion of Belonging Commitment 3.</p> <p>Consultation feedback from The Woodland Trust and Mayoral feedback on including clean streets and parks more explicitly.</p> <p>Member feedback.</p> |
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| 7 | <p>Added two Key Commitments:</p> <p><b>FAIR AND INCLUSIVE</b></p> <ul style="list-style-type: none"> <li>Commitment 4: Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.</li> </ul> <p><b>WELL CONNECTED</b></p> <ul style="list-style-type: none"> <li>Commitment 4: Work with cultural partners to involve citizens in the 'Bristol' story, giving everyone in the city a stake in our long-term strategies and sense of connection.</li> </ul> | <p>Discussion with Mayor following earlier changes.</p> <p>Discussion with Mayor following earlier changes.</p>   |
| 7 | <p><b>Corporate Strategy – at a glance</b></p> <p>Introduced a section on 'Our Obligations' to address core statutory and regulatory requirements as part of 'business as usual'.</p> <p>Added 'Our Principles' to the 'at a glance' summary.</p>  | <p>Consultation feedback (including Member and ELT) that there was insufficient recognition of core statutory and regulatory functions.</p> <p>Ensuring cross-cutting principles for how the council does things are referred to by anyone using the 'at a glance' version of the strategy in future.</p> |
| 7 | <p><b>Helping Us Achieve Our Priorities</b></p> <p>Reduced wording. (Only material change is removing reference to 'patient pathways' under Health and Social Care Integration.)</p>   | <p>To save space and reduce any duplication with new section on 'Our Partners' (see below).</p>   |

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| 8     | <p><b>Our Vision</b></p> <p>Added paragraph to narrative:</p> <p>We want Bristol to be an inclusive City of Sanctuary where everyone feels safe and feels that they belong. We will find creative ways to ensure that, as well as our existing citizens, all newcomers including refugees, asylum seekers and migrants are able to contribute to the city's politics, culture, and development in a meaningful way. This must recognise their skills, experiences and the positive social and economic contribution they can make.</p> | <p>Member suggestion during consultation. Thematic fit with vision.</p>  |
| 10    | <p><b>Our Principles (formerly Our Way of Working)</b></p> <p>Introduced a section on Our Principles, picking up design principles and explicitly stating some important cross-cutting and underlying things which had previously been implicit.</p> <p>This replaces the previous 'Our Way of Working' section, removing the three tier model diagram and cutting down wording.</p>   | <p>ELT and Member feedback that principles would help with Business Planning and add sufficient strategic weight to several under-pinning principles. Some of these were previously Commitments, others implicit in the narrative but not expressed explicitly.</p>  |
| 12-13 | <p><b>Our Partners</b></p> <p>Introduced a section on Our Partners, picking up some contextual detail on our various sectoral relationships and our approach to these moving forward.</p>  | <p>Separate issues raised in consultation that VCS was not suitably acknowledged; that there should be a stronger commitment to future joint working in with regional authority partners; that safer communities should be referenced. This led to the inclusion of this new section on sectoral partners.</p> <p>This also gives causal readers stronger context for the use of terms like 'city partners' throughout the document.</p> |

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| 14    | <p><b>Our Strategic Themes and Key Commitments</b></p> <p>Updated in line with changes to themes and section on Our Obligations detailed earlier.</p>   |  |
| 15-28 | <p><b>Our Strategic Themes and Key Commitments</b></p> <p>Updated all Strategic Themes and Key Commitments in line with changes described on pages 6 and 7, combining narrative where necessary or including wording previously present in original commitments.</p> <p>The significant new content is:</p> <p>Page 21: Fair and Inclusive Commitment 4 (Help develop balanced communities which are inclusive and avoid negative impacts from gentrification) is an entirely new description.</p> <p>Page 25: Well Connected Commitment 4 (Work with cultural partners to involve citizens in the 'Bristol' story, giving everyone in the city a stake in our long-term strategies and sense of connection) is an entirely new description.</p> <p>Page 27: Commitment 2 (Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces) is mostly new and the narrative is therefore significantly changed.</p> <p>Three delivery indicators added:</p> <ol style="list-style-type: none"> <li>1. Fair and Inclusive: A reduction in the proportion of young people who are not in education, employment or training.</li> <li>2. Well Connected: An increase in the proportion of residents who are happy with their neighbourhood as a place to live.</li> <li>3. Wellbeing: An increase in the proportion of people taking part in a cultural activity at least once a month.</li> </ol> | <p>This included merging some descriptions where commitments have joined up and making minor factual updates to evidence base.</p> |



