

Decision pathway – Report Format

Title: Corporate Strategy 2018 - 2023	
Ward(s):	All
Author: Tim Borrett	Job title: Head of Policy and Strategy (interim)
Cabinet lead: Mayor Marvin Rees, Cllr Craig Cheney	Director lead: Nicki Beardmore
Proposal origin: <i>Mayor</i>	
Decision maker: Full Council Decision forum: <i>Full Council</i>	
Timescales: Cabinet, 23 January 2018; Full Council, 20 February 2018.	
<p>Purpose of Report:</p> <ol style="list-style-type: none"> 1. To provide public consultation feedback on the draft Corporate Strategy 2018 - 2023 2. To present subsequent updates to the draft Corporate Strategy 2018 – 2023 3. To ask Cabinet to recommend the Corporate Strategy 2018 – 2023 to Full Council for approval 	
<p>Evidence Base:</p> <p>The draft Corporate Strategy 2018 – 2023 refreshes the existing Corporate Strategy 2017 – 2022, separating the traditional ‘Corporate Plan’ element from the ‘Medium Term Financial Plan’ and ‘Annual Business Plan’ elements which were part of the previous strategy and are now stand-alone items.</p> <p>The updated Corporate Strategy 2018 – 2023 was consulted upon for six weeks from 6 November to 17 December 2017. Just under 500 respondents answered questions on the draft and written representations were received from several city partners. The full results and analysis are available in Appendix B.</p> <p>Consultation respondents were asked to provide their views on the Key Commitments as a whole using a five point scale from ‘strongly agree’ to ‘strongly disagree’.</p> <p>490 respondents provided their views. Of these:</p> <ul style="list-style-type: none"> • 286 (58%) respondents agree or strongly agree with the key commitments overall. • 145 (30%) of respondents neither agree nor disagree with the key commitments overall. • 59 (12%) respondents disagree or strongly disagree with the key commitments. <p>Respondents were also asked to state which Key Commitments they felt should not be a priority and the responses are available in Appendix B, page 25. Respondents were also asked if any other Key Commitments should be made. There was an approximately even one-third split between ‘Yes’, ‘No’ and ‘Don’t Know’.</p> <p>In addition to the formal consultation an ‘away day’ with the council’s Extended Leadership Team was held and it was identified that senior managers felt the strategy would benefit from greater prioritisation of commitments. It was also felt that some were better articulated if joined together, whilst others could be seen as separate ‘Principles’ which should underpin everything the council does.</p> <p>This, along with ideas submitted by partners, citizens and other internal stakeholders have informed a review of the Key Commitments (Appendix Ai, page 7). This included deleting the ‘Belonging’ theme and removing a small number of commitments, plus introducing two new commitments regarding gentrification and engagement in the city brand. Other commitments became smaller parts in the descriptions of remaining commitments and a section on statutory and regulatory obligations was added. The full set of changes is detailed in Appendix Aii.</p> <p>As a result of this process the Corporate Strategy now also contains a section on Our Principles (Appendix Ai, page 10) which replaces the former ‘Our Way of Working’ and a new section on our sectoral partnerships (Appendix Ai, pages 12 – 13).</p>	
Cabinet Member / Officer Recommendations:	

Cabinet is recommended to:

1. Note the Corporate Strategy 2018 – 2023 and recommend it to Full Council for approval.
2. Note the Corporate Strategy and Budget Consultation Report which helped inform the final proposals.

Revenue Cost: N/A	Source of Revenue Funding: N/A
Capital Cost: £N/A	Source of Capital Funding: N/A
One off cost <input type="checkbox"/> Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/> Income generation proposal <input type="checkbox"/>
Finance Advice: There is no direct material cost associated with approving the Corporate Strategy 2018 – 2023 as it does not include detail on how funding should specifically be allocated. However, it should be noted that there is an expectation that it will inform future resourcing decisions.	
Finance Business Partner: Michael Pilcher, Finance Business Partner	

Corporate Strategy alignment: This is the Corporate Strategy.

Legal Advice: The Council's constitution provides that the Corporate Strategy will require Full Council approval before it can be adopted.

The results of Consultation and the Equalities Impact Assessment should be taken in to consideration by officers in developing the final strategy and by Cabinet and Full Council when considering it.

There are no direct legal issues arising from the draft Corporate Strategy but Cabinet and Full Council should keep in mind that future strategic and resourcing decisions will, at the very least in part, be predicated on its content.

Legal Team Leader: Nancy Rollason, Head of Legal Services 15th January 2018

Implications on ICT: The Corporate Strategy will trigger new, innovative ways of providing council services and equipping our people; the IT strategy will aim to support these. The key to successful delivery will be in ensuring timely engagement with IT so that appropriately specified and managed programmes and projects are developed and implemented.

ICT Team Leader: Ian Gale, Service Manager – ICT Service Delivery

City Benefits: The Corporate Strategy promotes more self-sustained, empowered communities, an agenda which will require action from community groups and a wide range of individuals and organisations in order to be successful. There is a risk that if this is not embedded then the achievement of the council's vision will be undermined and people within the city could suffer a loss in service or amenity.

However, successful implementation of the Corporate Strategy as part of the wider One City Plan should reduce inequality, build resilience and independence and reduce the need for public service interventions.

With 'Wellbeing' as one of the strategic themes there is a strong emphasis on health, including a 'health in all policies' approach and numerous commitments which could help improve public health.

There are explicit commitments to minimising our environmental impact and putting the city on-course to be run entirely on clean energy by 2050, along with implicit sustainability improvements, for example in commitments to resilience and improving air quality.

Fairness and equality are golden threads throughout the Corporate Strategy, particularly in commitments under the 'Fair and Inclusive' theme and within 'Our Principles'. An Equalities Impact Assessment has been undertaken and has informed the final proposals.

Consultation Details: There has been public consultation on the draft Corporate Strategy and the full results are provided at Appendix B.

DLT Sign-off	John Walsh, Interim Service Director HR & Workforce (deputising for Nicki Beardmore, Strategic Director Resources)	4.1.18
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SLT Sign-off	Shahzia Daya (Chair)	9.1.18
Cabinet Member sign-off	Cllr Craig Cheney	15.01.18
For Key Decisions - Mayor's Office sign-off	Kevin Slocombe, Head of Mayor's Office	15.01.18

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	YES
Appendix C – Summary of any engagement with scrutiny	YES
Appendix D – Risk assessment	YES
Appendix E – Equalities impact assessment of proposal	YES
Appendix F – Eco-impact screening of proposal	YES
Appendix G – Financial Advice	YES
Appendix H – Legal Advice	YES
Appendix I – Combined Background papers	
Appendix J – Exempt Information	NO