

# Full Council

20 February 2018



**Report of:** Acting Director of Policy, Strategy and ICT

**Title:** Corporate Strategy 2018 - 2023

**Ward:** Citywide

**Member Presenting Report:** Councillor Craig Cheney,  
Cabinet Member for Finance, Performance and Governance

## Recommendation

1. That Full Council adopts the Corporate Strategy 2018 - 2023 as part of the council's Policy Framework.

## Summary

This report provides background to, and asks Full Council to adopt, Bristol City Council's Corporate Strategy 2018 - 2023.

## The significant issues in the report are:

The Corporate Strategy provides the council's overarching medium term strategic direction and priorities for the next five years. These are set out across four themes each comprising four 'Key Commitments' and a set of underpinning principles.

It is the basis on which decisions about future business plans and the council's performance framework are made.



## Policy

1. The Corporate Strategy 2018 – 2023 updates and replaces the council’s existing Corporate Strategy 2017 – 2022 as the basis of its policy framework.

## Consultation

2. **Internal**  
Mayor, Cabinet, Senior Leadership Team, Extended Leadership Team, third-tier managers, Overview and Scrutiny Management Board.
3. **External**  
A full public consultation was held and a full report is available at Appendix B.

## Context

4. 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.
5. The Corporate Strategy has been refreshed throughout. In particular it now takes account of the emerging One City Plan and updates information on the challenges facing the council. It makes new commitments and focuses more on partnership working, inclusivity and a strategic direction as a ‘development organisation’, with less emphasis on the traditional ‘service delivery’ model.
6. It sets out an updated council vision of: ‘We play a leading role in driving a city of hope and aspiration where everyone can share in its success.’
7. Underpinning this vision are four strategic themes:
  - i. Empowering and Caring - Work with partners to empower communities and individuals, increase independence and support those who need it. Give children the best possible start in life.
  - ii. Fair and Inclusive - Improve economic and social equality, pursuing economic growth which includes everyone and making sure people have access to good quality learning, decent jobs and homes they can afford.
  - iii. Well Connected - Take bold and innovative steps to make Bristol a joined up city, linking up people with jobs and with each other.
  - iv. Wellbeing - Create healthier and more resilient communities where life expectancy is not determined by wealth or background.
8. Each of these themes contain four ‘Key Commitments’, high-level commitments which are expanded on throughout the document. The specific actions and detailed measures for delivering these Key Commitments are detailed in the council’s Business Plans (which are separate documents currently being finalised).
9. As well as making Key Commitments by theme, the strategy also sets out seven fundamental

principles which will underpin all areas of the council’s work and policy formation:

- i. We develop people and places to improve outcomes, empower communities and reduce the need for council services.
  - ii. Maximise opportunities to work with partners and other stakeholders locally, nationally and globally.
  - iii. Focus on planned long-term outcomes not short-term fixes, prioritising early intervention and prevention.
  - iv. Build city resilience, improving our ability to cope with environmental, economic or social ‘shocks and stresses’.
  - v. Plan inclusively with everyone in mind, but with a particular focus on our children and their future.
  - vi. Contribute to safer communities, including zero-tolerance to abuse or crime based on gender, disability, race, age, religion or sexuality.
  - vii. Use our assets wisely, generating a social and/or financial return. Raise money in a fair but business-like way.
10. The Corporate Strategy contains an ‘at-a-glance’ overview (p6 and 7, Appendix Ai) but your attention is also drawn to internal-facing organisational priorities (p11, Appendix Ai) and how we will work with sectoral partners (p12 and 13, Appendix Ai).
  11. The Corporate Strategy 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 and a summary of engagement with Scrutiny, which focused primarily on consultation responses and methodology, is available at Appendix C.
  12. 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’.

490 respondents provided their views. Of these:

- 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.
13. 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’.
  14. This consultation process and internal engagement throughout the same period helped inform a set of changes to the original draft, and these are detailed in Appendix Aii.

## Proposal

15. Full Council is being asked to adopt the Corporate Strategy 2018 – 2023 as the key document in the council’s policy framework.

16. Whilst there is no statutory requirement to do so the council has, within its constitution, chosen to make the approval of this strategy a matter for Full Council. (Article 4.01 b(ii) of the council's constitution).

### **Other Options Considered**

17. None.

### **Risk Assessment**

18. If the council fails to produce or embed a Corporate Strategy with clear links through to business planning and performance management, it could result in less effective formation and implementation of policy, use of resources and/or partnership working.
19. A full risk assessment is available at Appendix D.

### **Public Sector Equality Duties**

- 20a. 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.

- 20b. The Corporate Strategy aims to create a fairer Bristol, where everyone can share in the city’s success. Reducing inequality runs throughout the themes and key commitments outlined in the strategy. Its ambitions, therefore, are clearly aimed at creating positive outcomes for disadvantaged groups/communities.

There has been a wide reaching public consultation on the draft Corporate Strategy and all key partners including VOSCUR and known equalities groups were invited to make representations. Their feedback has helped shape the final proposed Corporate Strategy.

The Corporate Strategy makes many specific commitments at a high level but is not an ‘action plan’ of specific proposals. Instead it sets an overall direction and gives the Mayor, Members and Officers a guide from which to form detailed policies and proposals.

The strategy sets out principles and key commitments. Some of these especially tackle equality and diversity issues such as safeguarding children and vulnerable adults; taking a zero-tolerance approach to abuse or hate crime; and delivering high standards of physical accessibility. Many other commitments address issues of inequality, participation, resilience and social isolation.

We recognise that the Corporate Strategy will, at the very least in part, inform future policy making and the decisions the council makes about its resources. This level of detail cannot be predicted and specific Equalities Relevance Checks and Impact Assessments will be completed as and when required.

An Equalities Impact Assessment has been carried out as is available at Appendix E.

## **Legal and Resource Implications**

### **Legal**

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 requirements of the Equality Act 2010, set out in detail in para 20a, should be taken in to consideration when making a decision. Full Council will be assisted by the information in the consultation report and the Equalities Impact Assessments in appendices to this report.

There are no direct legal issues arising from the draft Corporate Strategy but 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 advice provided by Nancy Rollason, Head of Legal Services)**

### **Financial**

#### **(a) Revenue**

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.

**(b) Capital**

As (a).

**(Financial advice provided by Chris Holme, Interim Director of Finance)**

**Land**

There is no specific direct effect on land or assets in the council's ownership. However it should be noted that there is an expectation that the strategy will inform future decisions pertaining to land and assets, particularly in applying the principle of 'Use our assets wisely, generating a social and/or financial return. Raise money in a fair but business-like way.'

**(Land advice provided by William Edrich, Director for Culture, Energy & Facilities)**

**Personnel**

There is no direct effect on personnel arising from the Corporate Strategy but it should be noted that there is an expectation that the strategy will inform future consideration about service priorities. A workforce plan is being put in place to support requirements the Corporate Strategy and this will set out any workforce implications.

**(Personnel advice provided by Mark Williams, Head of Human Resources)**

**Appendices:**

- i. Appendix Ai – Corporate Strategy 2018 – 2023
- ii. Appendix Aii – Post-consultation change log
- iii. Appendix B – Corporate Strategy and Budget Consultation Final Report
- iv. Appendix C – Summary of Engagement with Scrutiny
- v. Appendix D – Risk Assessment
- vi. Appendix E – Equalities Impact Assessment
- vii. Appendix F – Eco-impact Screening

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

None.