

# Overview and Scrutiny Management Board

## 17<sup>th</sup> January 2019



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

**Title:** Bristol One City Plan

**Ward:** City Wide

**Officer Presenting Report:** Andrea Dell, Head of Delivery Support Unit

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### Recommendation

That the Board notes the One City Plan and provides feedback for the City Office to consider. The Board's views will also be reported for noting by Cabinet at a future meeting.

### Summary

The One City Plan is the result of a city-wide partnership and is not a document 'owned' by Bristol City Council or within its gift to unilaterally change. It was published by the Bristol City Office and Mayor Marvin Rees on Friday 11 January and sets out a vision whereby: "In 2050 Bristol is a fair, healthy and sustainable city. A city of hope and aspiration, where everyone can share in its success."

The document is a first iteration which will be refreshed annually by the City Office in concert with a range of partners, including the council. As well as setting out an overarching vision for Bristol in 2050, it includes specific visions across six main themes, describing the how these could look and feel for Bristol citizens in 2050. It is aspirational and sets out the challenges, aiming to stimulate closer partnership working in the city and prompt discussion and debate about the city's highest priorities and how they are best achieved. It is fully anticipated that the One City Plan will change – particularly in its detailed actions described over the years.

The City Office has confirmed that the One City Plan is not intended as a 'plan to usurp all plans' and it does not override or take precedence over any of the council's existing strategies and plans, including the Corporate Strategy 2018-2023. However, as a willing and founding partner of the One City Approach it is anticipated that the council will consider the implications and challenge laid down by the One City Plan and actively consider if and how its own plans could complement it in future.



## Background

The One City Approach and associated City Office were established, in partnership with senior leaders in the city, by the Mayor in 2016. In 2017 the concept of a One City Plan was first discussed to create a shared framework and vision for the city and throughout 2017/18 content was gathered through a variety of city workshops involving the City Council and other partners and stakeholders. This resulted in an overarching 2050 vision and individual visions for six thematic streams, which were launched in June 2018. The City Office also committed to the launch of a full plan at the January City Gathering (Fri 11 January 2019).

In November 2018 the final structure for the plan was confirmed and Appendix A contains the first iteration.

## Intentions of the One City Plan

According to the One City Plan, it is intended by the City Office and Mayor to be:

- “An attempt to focus the city on a sequence of key outcomes which we all agree to concentrate on and contribute towards,
- An attempt to describe “what it will be like” to be in Bristol and to be Bristolian in the years to come,
- Something to grapple with; a tool to enable partners and the wider city to engage in a meaningful way with the city’s future,
- A way of sequencing a range of activity as a city so that the early deliverables make longer term goals possible to achieve,
- In constant review and to be formally refreshed every year through the City Office and the Thematic Boards in the city.”

The One City Plan states that it is **not**:

- “A plan to usurp all plans; we recognise organisations will continue to have their own plans and strategies and this plan should enable those,
- A perfect document; it will become more sophisticated with further iterations and as we make demands of it and respond to it to the point where we develop a uniquely Bristol approach to leadership,
- An instruction manual; it is up to partners to decide if, what and how they will change to achieve our shared overarching goals,
- A bureaucratic barrier; the plan should not stifle innovation and other work occurring in the city,
- Complete; there will be no such thing as a ‘final version’ because it will be in constant review,
- To be owned and/or run by Bristol City Council.”

In spite of being a written document, the One City Plan stresses that it is “intended to be dynamic and evolve” and not about having “a fixed plan”. It is strongly caveated as a first iteration which will change as more people contribute to future versions, and notes that it has been published as a catalyst to spark this improved engagement across the city.

## Development of the One City Plan

The One City Plan was developed from a wide range of source material (pages 42 – 43) and with input from hundreds of individuals and institutions over a period of two years. In mid-2018 Bristol City Council chose to help resource the production of the written plan from the sum of these inputs by deploying its Delivery Support Unit to work with partners, city boards, support officers and external experts.

The One City Plan notes that the visions, plan and the timeline within it have been developed from the following:

- Outputs from a wide range of workshops with partners and communities in 2017 and 2018
- Input directly from the Thematic Boards and groups in the city (e.g. Health and Wellbeing Board)
- Information extracted from pre-existing strategies and plans in the city

It states: “This information has then been drawn together and examined in the context of the visions and themes and then shaped and sequenced up until 2050. It is acknowledged that over time the process for developing the plan will increase in sophistication. Any errors in sequencing or interpretation are not intentional but may simply be due to the large amount of data and data sources that this is drawn from.”

### **Governance and Performance implications**

It should be noted that the One City Plan is not limited to setting out visions and actions in the city. It also clarifies the intention and nature of a ‘One City Approach’ (pages 6 -7) and sets out in some detail how this approach will be led and the governance structure underpinning it (pages 38 – 41). Given the caveats in the One City Plan these can also be treated as proposals which could change over time as the council and other partners engage with the City Office over the logistics and mechanics of how the governance could work in practice. It is important to note that, from a council perspective, it does not remove any sovereignty or replace any element of the council’s existing decision-making processes. The City Office has acknowledged that the proposed Thematic Boards are at various stages of inception – from well-established bodies such as the Health and Wellbeing Board through to newly conceived boards such as the Connectivity and Economy boards which will need to be formally established in full consideration of existing bodies. This will be a focus for the City Office throughout the first half of 2019.

A range of supporting officers from within Bristol City Council have had an opportunity to be part of the One City Plan development, and we took this opportunity to ensure it aligns with existing city-wide key performance indicators and more broadly with the council’s overarching strategic direction. However the City Office will need to establish a fuller range of measures in relation to the plan, which we understand are in development as part of work on a ‘City Dashboard’ which would help chart and communicate progress on the main elements of the plan.

### **The future of the City Office**

The One City Plan proposes a small ‘core team’ to form the foundations of the permanent City Office from April 2019 onwards. This would comprise a 12-month fixed-term ‘Head of City Office’ and two roles supporting partner engagement and project delivery, including iterating the One City Plan and developing the governance structure alongside partners. Bristol City Council has proposed to fund these core posts for a maximum of 12 months (100%) and a further four years (50%) to enable a proof of concept period and assurance amongst partners of the council’s longer term commitment to enabling the One City Approach to be successful. This proposal is subject to Full Council approval of the 2019/20 budget in February 2019 and it should be noted that the council’s funding of the roles does not mean that they will necessarily be ‘council employees’ and would, at the minimum, work as a ‘white-labelled’ function.

Background Papers: None.

Appendix A – Bristol One City Plan (v1.0, January 2019)

Appendix B - Bristol One City Plan Accessible Version (v1.0 - January 2019)