

Overview & Scrutiny Management Board



18 October 2021

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

Title: Draft Corporate Strategy 2022-2027

Ward: Citywide

Member Presenting Report: Councillor Craig Cheney, Deputy Mayor

Recommendation

To consider and provide comment on the final draft of the Corporate Strategy 2022-2027 as part of pre-decision scrutiny.

To consider the results of a public consultation process and the report of a cross-party Member working group which was engaged throughout development of the Corporate Strategy

Summary

The Council has chosen to update its Corporate Strategy, taking account of the changing circumstances faced by the authority, particularly considering the 2021 local elections and updated priorities of the administration, and the Covid-19 pandemic, its impact and the need to plan ahead for recovery and renewal.

The significant issues in the report are:

The draft Corporate Strategy will be presented to Cabinet on 02 November 2021 and Full Council on 07 December 2021, making this pre-decision Scrutiny meeting Members' final opportunity to comment upon the draft.

A cross-party Members' working group met five times and has discussed in depth the content of the Corporate Strategy, and provided detailed input. This input has made significant impact on the final strategy. The report of this input is detailed in Appendix B.

A public consultation on an earlier draft of the Corporate Strategy received 707 responses and showed broad support for its strategic direction. A full report on the consultation will be made available to Scrutiny and appended to this report from Friday 15 October 2021.

Context

1. The Corporate Strategy is the Council’s top-level strategy document, setting out its overarching vision, values and priorities for the Council over a five-year term. It is the basis upon which decisions about future business plans and performance framework are made.
2. In preparing a refreshed Corporate Strategy, an extensive evidence base has been reviewed, with particular reference to the views of citizens (Quality of Life; Citizens Assembly), political priorities (all local political manifestos), key local and regional strategies, and key corporate governance products including the Corporate Risk Register. Activities, outputs, outcomes and measures were analysed by theme and used as the basis of workshops to determine top-level goals. This led to an iterative process of drafting and refining priorities by theme.
3. The Corporate Strategy is developed around five cross-cutting principles, called ‘Building Blocks’ in the document, which influence *how* the Council plans and operates. These are Development and Delivery; Equality and Inclusion; Resilience; Environmental Sustainability; and World Class Employment.
4. Priorities have been identified under seven themes, six of which are aligned to the structure of the city’s long-term (to 2050) One City Plan and one which is focused on the Council’s ways of working.
5. The strategy considers how the council can contribute to delivery of the United Nations’ Sustainable Development Goals (SDGs). These are a framework for the major global challenges of economic, environmental and social sustainability, which every country in the world has agreed to deliver by 2030. They are a set of 17 interconnected goals, with 169 targets beneath them. They are mapped throughout the priorities in the strategy.
6. As a ‘refreshed’ strategy contributing to long-term outcomes, it continues from the Corporate Strategy 2018-2023 and shares an ongoing vision and values.

Policy

7. 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, 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 Assessment, and the input from Overview and Scrutiny Management Board (OSMB) and its Member Working Group for the Corporate Strategy.

Consultation

Internal

8. Mayor and Cabinet, Corporate Leadership Board, Councillors’ Internal Working Group for the Corporate Strategy 2022 – 2027 (a task and finish sub-group of OSMB), Directors, Heads of Service, Managers’ Sounding Board, Staff Led Groups, Youth Mayors / Youth Council.
9. A report from the Councillors’ Internal Working Group for the Corporate Strategy 2022 – 2027, which was formed to help include the perspective of elected Members and encourage co-design of the strategy, is included at Appendix B. It outlines specific parts of the strategy that have been influenced by the work of the group.

External

10. A public consultation took place from 13 August to 16 September, with the results influencing a range of changes to the draft. In total 707 responses were received, over 200 more than when the council last consulted on a draft Corporate Strategy in 2017. A full report on this consultation is available at

Appendix C. Meetings were offered to key anchor partners in the city, and were held with University of Bristol, University of the West of England, Avon and Somerset Police, Youth Work Strategy Partnership and City of Bristol College. These primarily focused on alignment of strategies on shared challenges, such as climate change.

11. The public consultation asked respondents views on how important each of the five Building Blocks and 32 Priorities were on a 5-point scale (Not at all important to Very high importance) and provided free text space for further comments.
12. Response rates were overrepresented from more affluent areas of the city compared to deprived areas and people aged over 35, respondents aged 34 and under were significantly underrepresented. Respondent rates of disabled people were double the population rate of Bristol disabled residents. Most respondents were White British, the response rates for White British, White Irish and White Other groups were slightly higher than population rates, whereas response rates for Black, Asian and Minority Ethnic groups were significantly underrepresented compared to population rates.
13. There was general agreement with the Building Blocks, where all received higher than 50% ratings as high importance or very high importance. 25/32 priorities received more than 60% ratings as high or very high importance, generally the lower rated priorities fall under the Development Organisation theme, relating to internal management of BCC.
14. Following public consultation and further consideration of the iterative Equality Impact Assessment, key changes include:
 - Renaming “Sustainability” building block to “Environmental Sustainability” – emphasising that the Climate and Ecological emergencies will cut across the organisation’s future goals and plans. Protecting green spaces, prioritising the environment and climate change feature most amongst free text responses.
 - Renaming “A Development Organisation” theme to “Effective Development Organisation” to better match the aims of the Priorities in this section.
 - Renaming HC2 “Healthy Homes” priority to “Lower Carbon Homes” clarifying the original main intention of the Priority.
 - Renaming ENV3 “Waste Reduction” to “Cleaner Bristol” and incorporating sustainable lifestyles and environmental needs in to city design and built environment considerations as well as the original focus on reduction in waste.
 - ES1 Regeneration – Updates to ensure an emphasis on values-led regeneration that is of benefit to residents and communities taking a place-based approach to regeneration, promoting inclusive and sustainable growth.
 - HC1 Housing Supply – Introducing additional aims around standards in the Private Rented Sector and bringing empty properties back in to use.
 - HC4 Homelessness – Ensuring target to end rough sleeping by 2024 is aligned to national government.
 - Moving HCW4 “Disability” priority from Health, Care and Wellbeing to Homes and Communities theme – emphasising the social model of disability rather than a deficit medical model, and updating descriptive text to better convey this.
 - Adding explicit reference to carers and socio-economic deprivation under “Equality and Inclusion” Building Block to match commitments in the Council’s Equality and Inclusion Policy to consider these in the same way as the nine Protected Characteristics under the Equality Act 2010.
 - Adding multiple references to align the strategic and civic intentions of the city’s universities and Further Education sector with the Council’s – in CYP3 “Equity In Education”; ES1 “Regeneration”; ES2 “Access to Employment”; ES3 “Good Growth”; EO1 “One City”
 - Updating Environment and Sustainability Theme introduction to give equal prominence to the

Ecological as well as Climate Emergency.

- Multiple updates relating predominantly to gender equality in response to a submission from the Bristol Women’s Commission.
- Updating explanations about measuring performance and outcomes; using high-level insight statements whilst a more detailed accompanying Performance Framework is developed.

Proposal

15. Overview and Scrutiny Management Board is asked to consider and provide comment on the final draft of the Corporate Strategy 2022-2027 as part of pre-decision scrutiny. In doing so it is asked to consider the results of a public consultation process and the report of its Member Working Group which was engaged throughout development of the Corporate Strategy.

Appendices:

- Appendix A - Draft Corporate Strategy 2022 – 2027
- Appendix B - Report of the Member Working Group on the Corporate Strategy 2022 – 2027
- Appendix C - Corporate Strategy Consultation Report summary slides [full report to follow Friday 15 October]
- Appendix D – Change Log and full post-consultation tracked changes
- Appendix E – Equality Impact Assessment

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

Corporate Strategy 2018 – 2023: [3e7d7377-ed1f-5d67-c6ab-af49b7159a5e \(bristol.gov.uk\)](https://www.bristol.gov.uk/3e7d7377-ed1f-5d67-c6ab-af49b7159a5e)