

Decision Pathway – Report



PURPOSE: Key decision

MEETING: Cabinet

DATE: 02 November 2021

TITLE	Corporate Strategy 2022-2027		
Ward(s)	City-wide		
Author: Tim Borrett	Job title: Director: Policy, Strategy and Partnerships		
Cabinet lead: Marvin Rees	Executive Director lead: Mike Jackson		
Proposal origin: BCC Staff			
Decision maker: Mayor			
Decision forum: Cabinet			
Purpose of Report:			
<ul style="list-style-type: none"> To provide Cabinet with public consultation feedback on the draft Corporate Strategy 2022-27 To seek Cabinet’s approval of the final draft Corporate Strategy 2022-27 and its recommendation for final approval at Full Council 			
Evidence Base:			
<p>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 the council’s performance framework are made. The draft Corporate Strategy 2022-2027 refreshes the previous 2018-2023 version, taking into consideration challenges following the 2021 local election, EU Exit and COVID-19 as the Council plans for recovery and renewal.</p> <p>The Corporate Strategy sets out an updated vision: “We play a leading role in driving an inclusive, sustainable and healthy city of hope and aspiration, one where everyone can share in its success.” This continues the direction of travel from the previous Corporate Strategy but is updated to align with the city-wide One City 2050 vision more closely. The strategy focuses particularly on social justice, equality and inclusion to create greater equity in health outcomes and healthy life expectancy. It also embeds key political manifesto commitments and addresses the council’s need to act in the face of major challenges such as the climate and ecological emergencies.</p> <p>The 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. 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. Throughout the document Priorities are more detailed than in the Council’s previous Corporate Strategy, providing a greater level of clarity and direction to the organisation.</p> <p>As the council’s broadest strategy, the document is necessarily high-level in nature and some consultation feedback has focused on a desire to see more tangible, specific action planning. This happens across the council’s wider policy and strategy framework and also within annual business planning cycles. This results in a year-by-year corporate Business Plan and associated Performance Framework which detail key actions being taken and how outcomes are measured. If the Corporate Strategy 2022-2027 is approved, the first Business Plan against it will be published in April 2022 and this will be presented to Cabinet for information.</p> <p>In creating the refreshed strategy, a wide evidence base was used. This includes the views of citizens from the Citizen’s Assembly 2021 and Quality of Life Survey 2020; local, regional and national policies, strategies and legislation such as the Equalities Act 2010; local political priorities; technical and professional data such as Joint Strategic Needs Assessment, Corporate Risk Register, Equality Impact Assessment, performance management information and research undertaken locally and nationally about the</p>			

impacts of COVID-19. The draft Corporate Strategy was developed with considerable engagement and input from the Mayor, Cabinet, Corporate Leadership Board, Youth Council, Staff Led Groups, Directors, Service and policy leads, staff and a cross-party Member's Working Group; as well as many external organisations across the city.

Public consultation took place between 13th Aug – 26th Sept 2021, asking respondents views on how important each of the five Building Blocks and 32 Priorities were on a 5-point scale. 726 responses were received, which is over 200 more responses than the equivalent consultation for the 2018-2023 Corporate Strategy. There was general agreement with the Building Blocks, where all received higher than 50% ratings as high importance or very high importance. 24/32 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.

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. A full report on the consultation is available at Appendix B and has been considered - along with the Equality Impact Assessment at Appendix E - when updating the draft strategy and forming officer recommendations. A full set of changes and their source is shown at Appendix Aii.

Cabinet Member / Officer Recommendations:

1. Approve the updated final draft Corporate Strategy 2022 – 2027 and recommend for approval by Full Council.

Corporate Strategy alignment:

1. The Corporate Strategy 2022 – 2027 largely retains the vision and values set out in the Corporate Strategy 2018 – 2023, and continues key priorities from it which remain relevant.

City Benefits:

1. The Corporate Strategy promotes equity, sustainability, resilience and empowering communities, in the context of widening of inequalities affected by EU Exit and COVID-19. It seeks to address entrenched structural inequalities that impact on people's health and wealth; including healthy life expectancy.

Consultation Details:

Internal: Mayor and Cabinet, Corporate Leadership Board, Councillor's 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. A report from the Councillor's 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 Cii. It outlines specific parts of the strategy that have been influenced by the work of the group.

External: A public consultation took place from 13 August to 16 September, and high-level results are summarised in the report. A fuller report on this consultation is available at Appendix B. 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.

Background Documents:

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

Revenue Cost	£0	Source of Revenue Funding	N/A
Capital Cost	£0	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"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice: This report provides feedback from the recent public consultation regarding the Council's draft Corporate Strategy for 2022–2027 and includes consequent revisions. It goes on to seek approval for the draft Strategy to proceed now to

Full Council. No financial implications are expected to arise directly from approval of the strategy itself.		
Finance Business Partner: Jemma Prince, Finance Business Partner, 7 October 2021		
2. 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 must be taken into consideration by officers in developing the final strategy for approval, and by Cabinet and Full Council when considering it. Cabinet and Full Council will note that future strategic and resourcing decisions will need to be guided by the strategy.		
Legal Team Leader: Nancy Rollason, Head of Legal Services, 7 October 2021		
3. Implications on IT: IT/Digital Services recognise the ambitions and challenges with the Corporate Strategy, and will work with Service Areas and the Senior Leadership to provide Digital, IT and Citizen Services support and guidance to assist delivering the goals set out. IT/Digital will underpin many of the stated outcomes, and our previous and current investments have ensured solid foundations (people, process and technology) are in place onto which to develop the new approaches.		
IT Team Leader: Simon Oliver, Director: Digital Transformation, 7 October 2021		
4. HR Advice: There are no direct HR implications arising from the adoption of the Corporate Strategy. However, the commitment to world-class employment contained within it will require revision/augmentation of the Council's Workforce Strategy.		
HR Partner: Mark Williams, Head of HR, 7 October 2021		
EDM Sign-off	Via CLB	19/10/2021
Cabinet Member sign-off	Mayor Marvin Rees	20/10/2021
For Key Decisions - Mayor's Office sign-off	Mayor's Office approval by email	20/10/2021

Appendix A – Further essential background / detail on the proposal Appendix Ai - Corporate Strategy 2022 – 2027 (Final Draft) Appendix Aii – Post-consultation Change Log	YES
Appendix B – Details of consultation carried out - internal and external Appendix B –Full Consultation report	YES
Appendix C – Summary of any engagement with scrutiny i. Extract Minute – Overview and Scrutiny Management Board, 18.11.2021 ii. Report of the Councillor's Internal Working Group for the Corporate Strategy 2022 – 2027	YES
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	No
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO