

# Full Council

7<sup>th</sup> December 2021



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

**Title:** Corporate Strategy 2022-27

**Ward:** Citywide

**Member Presenting Report:** Cllr Craig Cheney

## Recommendation

Full Council approval of Corporate Strategy 2022-27 for implementation financial year 2022-23 onwards.

## Summary

This report provides background to and asks Full Council to adopt Bristol City Council's updated Corporate Strategy for 2022-27.

### The significant issues in the report are:

The Corporate Strategy is the Council's top-level strategy document, setting out the 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.



## Policy

1. The Corporate Strategy 2022-27 updates and replaces the council’s existing Corporate Strategy 2018 – 2023 as the basis of its policy framework.

## Consultation

### 2. Internal

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 (Appendix Cii); as well as many external organisations across the city.

### 3. External

Public consultation took place between 13<sup>th</sup> Aug – 26<sup>th</sup> 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.

## Context

4. 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.
5. 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.

6. 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.
7. 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.
8. 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 impacts of COVID-19.

### **Proposal**

9. To seek Full Council approval of the Corporate Strategy 2022-27.

### **Other Options Considered**

10. The option to defer updating the Corporate Strategy until the 2023 expiration of the current Corporate Strategy was considered, but discounted due to the large amount of change in the external environment that the Council needs to respond to.

### **Risk Assessment**

11. If the council fails to produce or embed a timely Corporate Strategy which responds to current and future needs, and which has 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.

### **Summary of Equalities Impact of the Proposed Decision**

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.

The Corporate Strategy key aim is 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. It will affect all protected characteristics, although it should be noted the Strategy sets out a direction of travel rather than specific, defined actions. It is specific projects or activities which will define actual impacts on protected characteristics, and these will be subject to individual Equality Impact Assessments. The Equality Impact Assessment is available in 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 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 advice provided by Nancy Rollason, Head of Legal Services)**

### Financial

#### (a) Revenue

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.

#### (b) Capital

As above

**(Financial advice provided by Jemma Prince, Finance Business Partner)**

**Land**

Not applicable

**Personnel**

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.

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

**Appendices:**

**Appendix Ai** – Corporate Strategy 2022-27 (Final Draft)

**Appendix Aii** – Post Consultation Change Log

**Appendix B** – Consultation report

**Appendix Ci** –Engagement with Scrutiny: Extract Minute Overview and Scrutiny Management Board 18 Nov 2021

**Appendix Cii** –Engagement with Scrutiny: Report of Councillor's Internal Working Group for Corporate Strategy 2022-27

**Appendix D** – Risk Assessment

**Appendix E** – Equality Impact Assessment report

**Appendix F** – Eco impact report

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

**Background Papers:**

None