

# Overview & Scrutiny Management Board



29 March 2022

**Report of:** Mike Jackson, Executive Director (Resources) and Head of Paid Service (CEO)

**Title:** 2022/23 Corporate Business Plan and Performance Framework

**Ward:** All

**Officer Presenting Report:** Guy Collings, Head of Insight, Performance and Intelligence and Jean Candler, Head of Policy and Public Affairs

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## Recommendations:

For OSMB to note the final Business Plan and Performance Framework ahead of Cabinet on 5<sup>th</sup> April 2022/23 .

## The significant issues in the report are:

- The Business Plan sets out the activities carried out by the Council to bring benefits across the city and helps ensure its resources are focused on delivering the benefits outlined in its Corporate Strategy.
- Many of the high-level actions are focussed on improving the efficiency and value for money of council services. Such improvements will mitigate against the budget savings being undertaken for 2022/23.
- All seven key themes stemming from the Corporate Strategy 2022-2027– and relating actions – within the Business Plan have a focus on improving services, infrastructure, and communities for citizens across the city.
- The Business Plan helps us understanding whether Bristol City Council is delivering outcomes for the citizens and the city ensures transparency, drives better value for citizens and helps focus organisational effort where it is required.
- The Business Plan has been reviewed by Cabinet, the Mayor's Office, scrutiny members and Executive Directors. The Business Plan is formulated from Service Plans and is informed by the services' Equality Action Plans.



## 1. Summary

For OSMB to note the 2022-23 Bristol City Council Business Plan and associated Performance Framework ahead of Cabinet on 5<sup>th</sup> April. The Business Plan sets out how the Council will make progress on its key commitments (as set out in the Corporate Strategy 2022-2027) within the financial year 2022-23 and the performance framework sets out the Key Performance Indicators (KPI) and demonstrates the impact on citizens.

## 2. Context

1. This year's Business Plan and Performance Framework is the first to set out how the Council will make progress on the themes set out in its updated [Corporate Strategy 2022-2027](#).
2. The annual Business Plan is a summary of the anticipated key and notable actions and activities within the financial year 2022/23. It does not describe everything the council does.
3. Actions are drawn from the detailed contents of departmental Service Plans and divisional Director Summaries, selected by relevant Executive Directors, Directors and the council's centralised Policy, Strategy and Partnerships division.
4. The priorities of the Business Plan have also been informed by the recommendations of the first Citizens' Assembly, the One City Plan, the UN Sustainable Development Goals (SDGs), the council's Change and Transformation project pipeline, its approved savings proposals, Capital Programme and the Mayor's Forward Plan.
5. Individual Service Plans, from which the high-level actions are drawn, have been approved by Directors and Cabinet Members. Director Summaries have been approved by Executive Directors and Cabinet Members.
6. Service Plans also incorporated Equality Action Plans, and the final Business Plan includes specific actions informed by these Equality Action Plans.
7. The principles upon which the new Performance Framework 2022/23 is based are as follows:
  - Monitor progress through a blend of specific actions and performance metrics, incorporating output and outcome measures as well as narrative progress.
  - All measures are structured to show progress against the Corporate Strategy themes and priorities.
  - Officers, Cabinet Members and Scrutiny Commissions see the same sets of indicators relevant to their roles to ensure transparency and appropriate support and challenge, with quarterly reporting to officer meetings, Scrutiny commissions and Cabinet briefings.
  - See the Performance Framework 2022/23 (Appendix A) for further details.
8. Together, the Business Plan and Performance Framework help to link the council's high-level Corporate Strategy and the specific activity of its services and alignment of its budgets. This golden thread continues through to individual objective setting for all members of staff, which should focus on fulfilling these plans. The products also play a vital role in enabling the administration and senior leaders to prioritise resources, including spending and staff time, throughout the year.

## 3. Policy

Actions from the Business Plan are designed to deliver the key strategic themes within the Corporate Strategy, meanwhile the Performance Framework 2022/23 maps out key performance indicators for each action. In creating a council-wide Business Plan we are helping deliver Corporate Strategy commitments to work as One Council (Priority EDO2) and to ensure good governance (Priority EDO5).

## 4. Consultation

**a)Internal**

The Business Plan has been reviewed by Cabinet, the Mayor’s Office and Executive Directors. There has been extensive engagement with all Directors and Service Managers. All service areas were required to submit Service Plans which have been approved by Executive Directors. The Business Plan is formulated from these Service Plans and is informed by the services’ Equality Action Plans.

A Scrutiny members’ workshop took place on 3 March 2022 and members suggested various text and presentational updates based on discussions around specific actions. As a result of the input, a number of changes were made to the draft Business Plan.

**b)External**

Externally, the Corporate Strategy 2022-2027 was publicly consulted during its development in 2021. Every year the council publicly consults on its Budget. For the 2022-23 Budget, this consultation took place in the Q4 of 2022/23. The Budget was approved by Full Council on [2 March 2022](#) and will provide a financial envelope linked to the Service Plans underpinning this Business Plan. The Business Plan and Performance Framework themselves have not been subject to public consultation.

**5. Public Sector Equality Duties**

- 5a) 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.

5b) The Business Plan is formulated from Service Plans and is informed by the services' Equality Action Plans. A Equality Impact Assessment has been completed for the Business Plan 2022-2023.

**Appendices:**

Performance Framework 2022/23  
Scrutiny workshop report, 3/3/2022  
Risk Assessment  
Ecological Impact Assessment  
Equality Impact Assessment

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

**Background Papers:**

[Corporate Strategy 2022-27](#)  
[Bristol One City Plan](#)  
[Citizen Assembly Report \(June 2021\)](#)  
[Bridging the Gap savings proposals 2022-2027](#)