

# Overview and Scrutiny Management Board 27 October 2022



**Report of:** Andrea Dell

**Title:** City Office update for OSMB

**Ward:** Citywide

**Officer Presenting Report:** Andrea Dell, Head of City Office

## **Recommendation:**

1. For members to consider and provide a steer on the proposals regarding Councillor engagement with the One City Approach;
2. For members to note and comment on the governance structure and operating model for the City Office;

## **Summary**

This paper contains a series of proposals for OSMB members regarding councillor engagement with the One City Approach; including governance structures for the City Office, the One City Plan development and events/communications.



## 1. Policy – Non applicable

## 2. Consultation – No applicable

## 3. Summary

The City Office, which acts as the enabling team for the One City Approach, has recently undertaken a review of its operations. This was in response to the pandemic and also to enable the City Office to be part-funded by city partners as opposed to be fully-funded by the local authority. This review has resulted in a number of changes and proposals including:

- The creation of a Governance Board, formed of City Partners, to oversee the work of the City Office – *in the process of being established by early 2023*
- New consistent Terms of Reference and a new operating model for the One City Boards, plus a membership refresh for five of the seven One City Boards - *concluded*
- Funding agreements with a number of anchor institutions in the city have been agreed for three years until 2024 - *concluded*
- The creation of a citywide policy network and citywide communications network to better facilitate information across the city - *in the process of being established through Policy and External Communications teams*

As part of this work the City Office would like to engage with OSMB and councillors more widely as to the best channels for councillor engagement with One City in the context of the above changes.

Appendix 1 provides an overview of the background to One City and specifics on the key components of One City.

## 4. Proposals

For discussion and steer with OSMB members.

### 4.1 Governance Board

The Governance Board is to oversee the work of the City Office. This includes receiving reports on the creation of the City Office annual work programme and delivery against said programme (which includes the work programmes for the One City Boards), updates on the funding and resource position and overview of the refresh of the One City Plan. It will also have a role in the ongoing shape and direction of the City Office and One City Approach.

Bristol City Council will continue to act as the ‘host’ organisation for the office and be the formal decision making body for any activity requiring Council spending, procurement, and HR matters. The Governance Board therefore will not have any formal decision making authority. The board will be formed of representatives from key sectors in the city including Local Authority, Private and Public Sector, Community and Sustainability sectors, a Union and from the academic sector.

Proposal -

- The Chair of the Governance Board, upon appointment and subject to the agreement of the Board, shall invite the Chair of OSMB to attend the Board as an observer.
- All papers and minutes for the Governance Board will be available on the One City website.

- OSMB may wish to invite the Chair and/or members to attend OSMB sessions however noting that any board members who are not Council officers or elected members of the local authority are not formally required to attend.

#### **4.2 One City Plan Refresh**

To date three versions of the One City Plan have been produced (2019, 2020, 2021) each containing 18 goals every year until 2050. The One City Boards have been responsible for annually refreshing the goals, supported by the City Office and engaging with key sectors and community groups across the city. Based on the learning of the last two years, the City Office have moved to a cycle of refresh every two years to provide more stability and timeframes for the delivery of the goals in the plan and are aiming to deliver a refreshed plan by the summer of 2023.

#### **Proposal -**

- A workshop be held for Councillors to review the One City Plan timelines and goals and discuss whether the relevant priorities are included and that this be part of the biennial One City Plan refresh process. It is suggested this follows a similar approach to the Council's business planning process workshops with members. It should be noted that the final decision of the goals to be included in the One City Plan lies with the One City Boards.
- That the Annual Report, that details the activity of the City Office, be proactively shared with OSMB members and, where possible, to align this to the cycles of reporting against the council's business plan and corporate strategy which are underpinned by the One City vision and structure.

#### **4.3 Communications and events**

- The City Office is responsible for the delivery of regular events including the City Gatherings and thematic information sharing sessions and webinars; e.g. during COVID the office ran regular webinars for the business community to ask direct questions about the latest procedures on Health and Safety and grant programmes and sessions for health providers on how to support their workforces through the ongoing pandemic. At the time these were aligned to Elected Members updates. A number of elected members did attend but this was on an ad-hoc basis.
- The City Office is proposing on relaunching their bi-monthly newsletter that updates on key activity of the Office.
- The City Office's website is being refreshed to improve ease of access to details about the boards, papers and minutes and easier links to key documents like the One City Plan.

#### **Proposal –**

- To ensure that details of the events are proactively shared with political group's offices and for a limited number of representatives from each political party be invited to attend.
- A limited number of representatives from each political party to be invited to the City Gathering as standard and for the recording of the event (when held online) to be proactively shared with all members.
- Where an elected member is leading on a particular piece of work in the city that aligns to the topic of an event or City Gathering that a speaking slot be offered as part of the event programme.
- To help with understanding of the above that an optional drop-in session (online or in person) be run for elected members with the City Office every six weeks; this will provide a forum for elected members to understand more about the work of the City Office and for the City Office to understand more about specific work of elected members. This could tie into other schemes occurring in the city outside of the local authority.

#### 4.4 One City Boards

- The City Office has recently concluded a refresh process for the One City Boards. This refresh was co-designed through workshops with all boards and engagement with groups like the Equalities Commissions. The refresh included:
  - Consistent Terms of Reference across all boards (minus the Health and Wellbeing Board which has a statutory function) noting that some were formed before One City and that during COVID some significantly shifted their ways of working to respond to the pandemic.
  - A new operating model that involves the production of consistent annual work programmes, drawn from the One City Plan and strategies for each Board. These will be publicly available on the One City website.
  - Cementing the role of Task and Finish groups as the delivery mechanism for the work programme and the Task and Finish groups to be drawn from across the whole One City Structure and beyond, not just from the relevant board.
  - A membership refresh of the Homes and Communities, Economy and Skills, Children and Young People's, and Transport through an expression of interest process and independent panel recommendations to the board chairs and City Office. The Environment Board has operated a similar process when established so a shorter process aided recruitment of a new member following a resignation and to recruit a new Black and Green Ambassador. The Culture Board, which cross-cuts One City, decided to wait until after the above process and production of the Board work programmes before conducting a membership refresh in the Spring/Summer 2022. The Health and Wellbeing Board is statutory and therefore not part of this process.

#### Proposals

- The Boards continue to be open to attendance to observers and elected members and it is proposed that this opportunity be more actively promoted.
- That the elected members, who have an interest/experience in a particular thematic area, be able to participate in Task and Finish groups where possible, noting size and existing membership of the groups.
- That the scrutiny work programme for inquiry days (or equivalent) and the Board work's programme are compared to identify ideas for potential collaboration (e.g. where scrutiny wish to hold an inquiry day on a topic that is also part of the One City Plan there could be scope to undertake something collectively).
- That Chairs and members of the Boards are invited to scrutiny inquiry days noting that any attendance by non-BCC partners is entirely voluntary by that individual/organisation.
- The One City website be reconfigured to make access to past Board papers and minutes easier to navigate.

#### 4.5 Summary of Equalities Impact of the Proposed Decision - *Non applicable*

An Equality Impact Assessment has not been undertaken as it relates to the role of existing elected members within existing One City structures. As the City Office's ambitions are to reduce inequality in the city it always considers the equality impact of the work it undertakes.

#### 4.6 Legal and Resource Implications

Legal – from City Office: Legal advice was sought during the negotiation and development of the funding agreement and will also be sought on the details of the Governance Board, alongside Internal

Audit and Democratic Services. (Legal advice provided by *Not applicable*)

#### **4.7 Financial - (a) Revenue - *Not applicable* (b) Capital - *Not applicable***

(Financial advice provided by *Not applicable*)

#### **4.8 Land - *Not applicable***

#### **4.9 Personnel - *Not applicable* (Personnel advice provided by <Insert name and job title>)**

#### **4.10 Appendices:**

Appendix 1 – Background to One City Approach and the City Office

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

**Background Papers:** *Not applicable*

### **APPENDIX 1 – BACKGROUND TO ONE CITY APPROACH AND THE CITY OFFICE**

#### **A. Creation of One City**

The One City initiative was first established in July 2016 with the formation of the City Office, designed to be a hub that brought together city partners to work together on city challenges. The rationale for the initiative was to:

- Provide a framework for city partners and city leaders from different sectors and organisations to come together regularly to share information and consider city challenges and opportunities in a holistic manner
- To try and collate resource capacity to solve city challenges as a collective.

Feedback from city partners was that there was a desire to create a meeting framework that brought people together regularly and to create a shared vision through which strategies from different organisations and institutions could be aligned. This evolved into the One City Plan and the One City governance structure that were launched in January 2019.

B. This section sets out details on the various components of One City including the One City Boards, One City Partners Group, One City Plan, One City Gathering and City Office.

#### **B1. One City Boards**

All information on the boards is available on the One City website [here](#). The title of each Board listed below also contains a hyperlink to the relevant page on the website. Barring the Health and Wellbeing board which has a statutory function, all Boards have undergone an expression of interest process to invite representatives from relevant organizations to join the Boards.

- [Children and Young People’s Board](#) – re-launched via an expression of interest process, meetings are open to the public with agenda and minutes available on the One City website - the Board has no delegated decision making authority. It makes recommendations on what challenges and ambitions should be included in the One City timelines, how goals should be delivered and how

issues and opportunities should be considered by the Mayor and Cabinet. Has responsibility for the [One City Belonging Strategy](#).

Chairs: Cllr Asher Craig and Jeremiah Dom-Ogbonna (Youth Mayor). Clerk: City Office. Board Support Officer: TBC. BCC Directors: Richard Hanks (Education) and Fiona Tudge (Children's Services).

- [Economy and Skills Board](#) – re-launched via an expression of interest process in 2022 with the first meeting held in April 2022, meetings are open to the public with agenda and minutes available on the One City website – the board has no delegated decision-making authority. It makes recommendations on what challenges and ambitions should be included in the One City timelines, how goals should be delivered and how issues and opportunities should be considered by the Mayor and Cabinet. Has responsibility for the [Economic Recovery and Renewal Strategy](#).  
Chairs: Cllr Craig Cheney and James Durie supported by Victoria Matthews (Business West) and. Clerk: City Office. Board Support Officer: Guilliana Castle (Economic Development). BCC Director: John Smith, delegated to Anesa Kritah, Economic Development Manager.
- [Environment Board](#) – formed via an expression of interest process in 2019 with the first meeting in July 2019, meetings are open to the public with agenda and minutes available on the One City website - the Board has no delegated decision making authority. It makes recommendations on what challenges and ambitions should be included in the One City timelines, how goals should be delivered and how issues and opportunities should be considered by the Mayor and Cabinet. Has responsibility for the [Climate and Ecological Strategies](#).  
Chairs: Cllr Kye Dudd and Ann Cousins (Arup) . Clerk: Bristol Green Capital Partnership. Board Support Officer: Bristol Green Capital Partnership. BCC Directors: John Smith delegated to Alex Minshull, Sustainable City and Climate Change Service Manager and Richard Martin, Climate Change Project Manager.
- [Health and Wellbeing Board](#) – statutory committee formed under 2012 in line with legislation – run as a democratic committee of the council with public forum, agenda and minutes available on the council's website. Membership by health partners is determined by legislation.  
Chairs: Cllr Helen Holland and ICP Partnership Representatives, Kirsty Alexander and Kerry Joyce. Clerk: Democratic Services. Board Support Officer: Mark Allen (Public Health). BCC Directors: Christina Gray, Hugh Evans, and Stephen Beet.
- [Homes and Communities Board](#) – re-launched via an expression of interest process with the first meeting happening in March 2022, meetings are open to the public with agenda and minutes available on the One City website – the Board has no delegated decision-making authority. It makes recommendations on what challenges and ambitions should be included in the One City timelines, how goals should be delivered and how issues and opportunities should be considered by the Mayor and Cabinet.  
Chairs: Cllr Tom Renhard and Oona Goldsworthy (Brunel Care). Clerk: City Office. Board Support Officer: Deeanne Klein (Landlord Services). Directors: Donald Graham and Penny Germon.
- [Transport Board](#) – re-launched via an expression of interest process in 2022 and held its first meeting in March 2022, meetings are open to the public with agendas and minutes are available on the One City website – the Board has no delegated decision making authority. It makes recommendations on what challenges and ambitions should be included in the One City timelines, how goals should be delivered and how issues and opportunities should be considered by the Mayor and Cabinet.

Chairs: Cllr Donald Alexander and Melanie Watson (Transport Focus) . Clerk: City Office. Board Support Officer: Jacob Pryor (Transport Team). Directors: John Smith, delegated to Adam Crowther.

- [Culture and Creative Industries Board](#) - established in 2020, this Board does not have a timeline in the One City Plan but instead supports delivery across all the Boards and acts as an information hub for different culture organisations in the city. The Board refreshed its membership in Summer 2022 via an expression of interest process. It makes recommendations on what challenges and ambitions should be included in the One City timelines, how goals should be delivered and how issues and opportunities should be considered by the Mayor and Cabinet.

Chairs: Marvin Rees and Lynn Barlow (UWE) . Clerk: City Office. Board Support Officer: Guilliana Castle (Economic Development/Culture part-funded). Director: Patsy Mellor, delegated to Genevieve Adkins.

## B2 -[City Partners Group](#)

This group was established in December 2018 initially as an informal group of senior officers/chairs from the city’s public sector institutions and representatives from key sectors such as the Chamber of Commerce, Transport Providers, the VCSE sector and Environment Sector. During the pandemic this group had a weekly call with the Director of Public Health to help share information across the city through their networks and to be able to support one another with the response to the crisis. In Sept 2021 this group agreed a Terms of Reference which can be found [here](#). The group continues to meet every two weeks at the invite of the Mayor. As set out in the Terms of Reference this is an informal group of volunteers that has decided to meet regularly, and the group has no formal decision-making authority.

## B3 – One City Plan

First launched in January [2019](#) the One City Plan has been refreshed in [2020](#) and [2021](#). The plan sets out an overarching vision for the city by 2050 underpinned by six themes, each of which has a timeline of activity setting out goals every year up until 2050. The goals are an attempt to sequence activity recognizing that issues such as carbon neutrality need to have activity occurring every year in order to achieve the goal of a carbon neutral city by 2030. Every goal is underpinned by the UN Sustainable Development Goals.

The timelines are owned by the One City Boards who also lead on the refresh of their goals. As part of the review City Office ran a workshop with academics, community groups and board membership to critique the refresh process. The outputs of these have been incorporated into the refresh of operations by One City and the plan will now be refreshed every two years. The next refresh is scheduled for 2023. Progress against the goals is set out in the [Annual Report](#) for City Office. It is also recorded, where appropriate, in the council’s business planning where goals align with Local Authority activity.

## B4 – City Gathering

The City Gatherings are events that are held a minimum of twice a year. They bring together city stakeholders from across the city around specific themes and to showcase different work happening in the city. Designed to be fast-paced, they typically include a wide range of speakers from community groups, front-line services and city organisations, as well as national and international speakers. With the onset of the pandemic the Gatherings moved online and typically have 300-400 attendees. The

most recent Gathering were held in October 2021 focused on the Climate Crisis and May 2022 focused on the Cost of Living Crisis. A recording of October's City Gathering can be found on [YouTube](#). The next gathering is scheduled to be in May 2022. Each Gathering also contains a Many Neighbourhoods, One City community video that highlights work happening in three wards in the city (moved on rotation) related to the theme. An example can be found [here](#).

## **B5 – The City Office**

The City Office acts as the enabling hub for the One City initiative. Its role includes helping to coordinate the production of the One City Plan, providing cross-cutting strategy support to the One City structure, delivering the City Gatherings, bringing together stakeholders and enabling the delivery of the One City goals and priority projects.

### **Timeline of the City Office**

- Prior to May 2019, the City Office operated on a secondment basis with individuals being seconded from different organisations across the city. The City Office had no budget at this time and any costs (for events, materials etc.) were met from the Mayor's discretionary budget.
- In February 2019, Full Council approved a one-year budget of £190k for the City Office and a £95k budget for the following three years (2020-2023). This budget funded a small core team of three posts, appointed through the local authority's recruitment processes, and a small operating budget for printing, design, a website and events.
- In October 2019, the City Office were prize winners from the European Capital of Innovation and secured £85k which supported the Office's funding in accordance with the terms of the prize.
- In 2021-22, funding agreements were confirmed on a three-year (until 2024) basis with University of Bristol, University of West of England, Avon and Somerset Constabulary (for one year only), University Bristol Hospital Trust, North Bristol Hospital Trust and City of Bristol College.
- The City Office core team currently includes:
  - 1 FTE - Head of City Office
  - 1x FTE and x 0.8 FTE – Operations and Stakeholder Managers
  - 1x FTE – Business Support Adviser

### **City Office 2022-23 Work Programme Highlights**

These details have been included because they may be of interest to members of OSMB. In addition to the day-to-day activities of the City Office and cyclical activity such as the One City Plan delivery, oversight of the One City structures and stakeholder engagement, the team usually leads on several projects per year. In 2022-23 this includes:

- Overseeing the UN Habitat Nesta City Challenge - a joint application from City Office and the Housing Festival, Bristol was selected as one of four cities to work with international experts on a city challenge. Bristol's challenge is focused on [Carbon Neutral Housing](#).
- Coordinating and participating in the Bloomberg Harvard Collaboration Track. Due to the Mayor's participation in the Bloomberg Harvard International Leadership programme, Bristol was able to apply to be part of a collaboration programme taught by Harvard University. A team of local authority officers and city partners are working with Harvard to learn skills about collaboration into order to address a city challenge. Bristol's focus is on reducing the wastage of usable food in the city.
- Civic University Agreement – a national initiative, City Office is working with council colleagues and further education providers in the city to develop a Civic University Agreement for Bristol to better support civic engagement from the city's institutions.



- UN Sustainable Development Goals (SDGs) – production of a second Voluntary Local Review in partnership with the Cabot Institute at University of Bristol. The VLR will build on the first edition produced in July 2019 and will chart the city’s progress against the SDGs. The City Office also leads on supporting the SDG alliance and SDG promotion and engagement.

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