

Birmingham City Council

Report to Cabinet

26th July 2022



Subject: **DRAFT CORPORATE PLAN 2022-2026**

Report of: Richard Brooks - Director of Strategy, Equality & Partnerships
Rebecca Hellard - Director of Council Management

Relevant Cabinet Member: Councillor Ian Ward – Leader

Relevant O &S Chair(s): Councillor Albert Bore – Co-ordinating O&S Committee

Report author: Paul Clarke – Assistant Director (Programmes, Performance, and Improvement)

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 009748/2022		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

1 Executive Summary

- 1.1 This report seeks Cabinet consideration of the organisation's draft Corporate Plan 2022-2026. The Plan updates the current Council Plan 2018-22 and brings together elements from other documents to provide a cohesive and coherent framework for the council's business planning for 2022-2026.

2 Recommendations

- 2.1 Cabinet are asked to:

- Consider the draft Corporate Plan 2022-2026 as the overarching plan for the Council's medium-term planning framework which will provide the context for detailed business planning, programme development and transformation activity by directorates and their services.
- Recommend the draft Corporate Plan 2022-2026 for full council approval.
- Note that a Delivery and Performance Plan will be developed including key activity, milestones, and performance measures for each of the Corporate Plan priorities.

3 Background

3.1 Currently there are several key documents that provide the framework and context for the Council's strategic planning and delivery:

- Council Plan 2018-22: published in June 2018 and updated in July 2019, the Plan sets out the six strategic outcomes (e.g. *Birmingham is an entrepreneurial city to learn, work and invest in*) the Council is aiming for through its delivery, enabling and influencing roles. The Plan articulates 28 priority aims that will help achieve the outcomes. (e.g. *We will create opportunities for local people to develop skills and make the best of economic growth.*)
- Delivery Plan 2020-2022: published in November 2020, the Plan consists of an overarching narrative regarding the Council's strategic context and direction; a detailed set of tasks, activities and milestones and performance indicators to measure progress against our key goals and outcomes. It also set out the next steps in the council's improvement journey, including the key opportunities for working differently in the context of increasing demand for vital services; changes to citizens' needs; diminishing resources; the ongoing climate emergency; and an uncertain national political picture.
- Investing in Our Future - What Birmingham City Council needs to do next: 2021 to 2026: A report to Cabinet in January 2021 setting out key next steps in the council's improvement including a proposed direction of travel for the leadership, design and organisation of the council, and establishing the 'pillars' for transformation.

4 A new Corporate Plan for 2022-2026

4.1 The draft Corporate Plan 2022-26 provides a new and more cohesive framework for the organisation's business and financial planning by bringing these elements together into one document. The Plan provides a summary of:

- The strategic context the council is operating in - including six 'grand challenges' the city is facing
- The strategic priorities of the council - so that resources, delivery plans, strategies and operational activity can be aligned to them

- How the council will continue to transform and drive improvement in services to deliver and operate as an organisation and partner in the most effective, productive, and impactful way
- 4.2 Council Plan priorities have been reviewed and updated to reflect the context we are now operating in and reflect the political priorities of the administration - including addressing the impact of the Covid-19 pandemic, tackling inequalities, and the 'levelling up' of the city. Outcomes and priorities are presented using the 'Be Bold, Be Birmingham' brand. This brand goes beyond communicating the city's narrative on the aspirations and benefits of hosting the Commonwealth Games and encapsulates the council's statement of intent to be bold, ambitious, proud.
- 4.3 Tackling inequalities is at the heart of the Plan, underpinned by the vision to make Birmingham *a city where all citizens share in the creation and benefits of sustainable economic growth and live longer, healthier, and happier lives*. The Plan sets out the intention to work with our partners to build a Bolder, Brighter Birmingham that is:
- **Prosperous:** through a focus on inclusive economic growth, tackling unemployment, attracting inward investment, and maximising the benefits of the Commonwealth Games.
 - **Inclusive:** through a focus on tackling poverty and inequality, empowering citizens, promoting diversity and civic pride, and supporting and enabling all children and young people to thrive.
 - **Safe:** through a focus on making the city safer, safeguarding vulnerable citizens, increasing affordable housing, and tackling homelessness.
 - **Healthy:** through a focus on tackling health inequalities, encouraging physical activity and healthy living, supporting mental health, and improving outcomes for adults with disabilities and older people.
 - **Green:** through a focus on street cleanliness, improving air quality, continuing the route to net zero, and becoming a city of nature.
- 4.4 The Plan also conveys our ambition to be a 'best-in-class' organisation. It re-iterates a commitment to continue to drive improvement and modernisation across our organisation so that we can deliver our priorities in the most effective, efficient, and productive way by:
- Transforming how we operate and deliver as one organisation
 - Embedding our organisational values and behaviours into everything we do
 - Ensuring a balanced and sustainable medium-term financial plan
 - Promoting, championing and advocating diversity in everything we do
- 4.5 The Plan will be reviewed annually and updated to reflect changes in strategic context and political priorities - just as the current Council Plan was updated in July 2019 to add an outcome and priorities focused on the climate emergency, and amended other priorities to put more emphasis on tackling inequalities.

- 4.6 A Delivery and Performance Plan will be developed setting out key performance measures and delivery milestones. This will be used to monitor progress and impact against the Corporate Plan, and form part of the council's corporate performance reporting arrangements.
- 4.7 Activity to deliver the Corporate Plan priorities will include current 'business as usual' activity being progressed through existing delivery plans, strategies, and transformation activity, planned new work and new activity to be developed. We will undertake an annual review each year to take stock of delivery and progress against the Corporate Plan priorities and incorporate this into our performance reports to Cabinet.

5 Options considered and Recommended Proposal

- 5.1 Do nothing - the Corporate Plan is at the heart of the planning framework. It articulates the Council's vision, objectives, and priorities, and how we are transforming and modernising as an organisation to best deliver those objectives, setting the direction for service planning and individual objectives. Doing nothing is therefore not an option.
- 5.2 Recommend approval of the new Corporate Plan – which provides a cohesive and coherent framework for the council's business planning and continued transformation activity for 2022-2026.

6 Consultation and engagement

- 6.1 The Plan has been informed and shaped through engagement with Corporate Leadership Team, Directorate Management Teams, and Cabinet Members. The summary of opportunities and 'grand challenges' facing the city have been developed with key partners through our City Board and were included in the Medium-Term Financial Plan agreed by Cabinet and Full Council in February, along with the main themes of the draft Corporate Plan (Prosperous, Inclusive, Safe, Healthy and Green). These elements were also discussed with Overview and Scrutiny Committees during June as part of informal work programme sessions, along with directorate priorities and activity agreed through business planning undertaken using the framework of the draft Corporate Plan priorities.
- 6.2 An engagement plan and communication materials are being developed to support communication of the Plan to staff and external stakeholders.

7 Risk Management

- 7.1 The Council has an established approach to risk management which is set out in the Strategic Risk Register. Strategic and operational risks will be reviewed in light of this report.

8 Compliance Issues:

- 8.1 **How are the recommended decisions consistent with the City Council's priorities, plans and strategies?**

8.1.1 The Corporate Plan 2022-2026 provides a refreshed statement of outcomes and key priorities to be used to develop the Council's policies, plans and strategies.

8.2 Legal Implications

8.2.1 There are no direct legal implications arising from this report. The Corporate Plan is not a statutory document or delivery plan.

8.3 Financial Implications

8.3.1 There are no direct financial implications arising from this report although the Corporate Plan 2022-2026 will provide a framework and context for resource allocation and spending decisions made in the future. The Corporate Plan is aligned with the Medium-Term Financial Plan, and together provide the framework for the council's business planning for 2022-2026, informing budget and resource deployment decisions.

8.4 Procurement Implications (if required)

8.4.1 There are no direct procurement implications arising from this report.

8.5 Human Resources Implications (if required)

8.5.1 There are no direct Human Resources Implications arising from this report.

8.6 Public Sector Equality Duty

8.6.1 The draft Corporate Plan 2022-26 commits the Council to act to address the many challenges the city of Birmingham faces, such as higher than average levels of employment, homelessness, and child poverty. The analysis of these challenges and opportunities plots how issues need to be addressed at several stages of citizens' lives and the priorities in the draft Plan reflect this.

9 Background Documents

Appendices:

- Appendix 1: Draft Corporate Plan 2022-2026
- Appendix 2: Equality Impact Assessment

Background papers:

- 9.1 Report to Cabinet 19 January 2021: Investing in our Future: What Birmingham City Council needs to do next: 2021 to 2026
- 9.2 Report to Cabinet 10 November 2020: Birmingham City Council Delivery Plan
- 9.3 Report to Cabinet 25 June 2019: Refresh of the Council Plan 2018-2022
- 9.4 Council Plan 2018-2022