

Birmingham City Council

City Council

11 October 2022



Subject: Birmingham City Council Corporate Plan 2022-2026

Report of:

Director of Strategy, Equality & Partnerships
Director of Council Management

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Does the report contain confidential or exempt information? ☐ Yes ☒ No

If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:

1 Executive Summary

- 1.1 This report seeks City Council approval of the organisation's Corporate Plan 2022-2026, the draft of which was recommended for approval by Cabinet on 26th July 2022. The Corporate Plan brings together elements from other documents to provide a framework for the council's business planning for 2022-2026, and the context for service priorities, programme development and transformation activity by directorates.

2 Motion

- 2.1 That Full Council approves the Corporate Plan 2022-2026.

3 Background

- 3.1 Currently there are several key documents that provide the framework and context for the Council's strategic planning and delivery - including:
- A Council Plan 2018-2022 sets out six strategic outcomes the Council is aiming for through its delivery, enabling and influencing roles, and 28 priority aims that will help achieve those outcomes.
 - A Delivery Plan 2020-2022 that provides an overarching narrative regarding the Council's strategic context and direction; and 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 which set 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 three 'pillars' for transformation.

3.2 The Corporate Plan 2022-2026 (attached at Appendix 1) brings these elements together into one document to provide a cohesive framework for the organisation's business planning and context for programme development and transformation activity. The Plan provides a summary of:

- The strategic context the council is operating in - including six 'grand challenges' the city is facing
- The strategic ambitions and priorities of the council - so that delivery plans, strategies and operational activity can be guided by them
- The ambition to continue to drive improvement in services to deliver and operate as an organisation and partner in the most effective, productive, and impactful way

3.3 Council Plan 2018-2022 priorities have been updated to reflect the progress made against them, the context the council is now operating in, and to reflect the priorities of the political administration. Addressing the impact of the Covid-19 pandemic, tackling inequalities, and the 'levelling up' of the city are 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.

3.4 Updated 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 and ambitious as it works with our citizens and 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.

3.5 The Corporate Plan also conveys an 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 priorities are delivered, enabled, and supported 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

3.6 It is proposed the Corporate Plan be reviewed annually and updated if required to reflect changes in strategic context and priorities. A Corporate Performance and Delivery Plan will be developed setting out key performance measures and delivery milestones that will provide the basis for monitoring and reporting progress and impact against the Corporate Plan. This will form part of the council’s corporate performance reporting arrangements which will be aligned to the corporate plan priorities.

3.7 The Corporate Plan priorities will be delivered through both new delivery, enabling and influencing activity not yet developed, and current ‘business as usual’ activity and commitments being progressed through existing delivery plans, strategies, and transformation activity, many of which have informed the refresh of the Council Plan priorities.

4 Options considered and Recommended Proposal

4.1 Do nothing: the new Corporate Plan consolidates and updates elements of several other documents to provide a cohesive document at the heart of the organisation’s strategic planning framework. It articulates the Council’s vision, objectives, and priorities, and the continued transformation and modernisation of the organisation to best deliver those objectives, setting the direction for service planning and individual objectives. Doing nothing will mean we have a disjointed set of documents providing the context for strategic planning.

4.2 Recommended proposal: The Cabinet considered the draft Corporate Plan on 26th July 2022 and agreed to recommend approval on the basis it provides a cohesive

and coherent framework for the council's business planning and continued transformation activity for 2022-2026.

5 Consultation and Engagement

- 5.1 The Plan has been informed and shaped through engagement with Corporate Leadership Team, Directorate Management Teams, and Cabinet Members. The summary of '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. Citizen focus groups were held to sense check the themes and priorities in the draft Plan.

6 Compliance Issues

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

- 6.1.1 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.

6.2 Legal Implications

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

6.3 Financial Implications

- 6.3.1 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.

6.4 Procurement Implications (if required)

- 6.4.1 There are no direct procurement implications arising from this report.

6.5 Human Resources Implications (if required)

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

6.6 Public Sector Equality Duty

- 6.6.1 The 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.

Appendices:

Appendix 1: Corporate Plan 2022-2026

Appendix 2: Equality Impact Assessment