

**BRISTOL CITY COUNCIL
OVERVIEW AND SCRUTINY MANAGEMENT BOARD**

10 JULY 2014

Report of: Nicola Yates, City Director
Michele Farmer, Service Director – Policy, Strategy & Communications

Title: **Bristol City Council Corporate Plan 2014-2017**

Ward: Citywide

Officer Presenting Report: Paul Taylor, Service Manager – Policy & Research

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RECOMMENDATION

Members of Overview & Scrutiny Management Board (OSM) are asked to review the revised draft Corporate Plan, and advise on further changes required before re-submission to Full Council for adoption.

Summary

On 18th March 2014 Full Council received a draft Bristol City Council Corporate Plan for 2014 – 2017. It was resolved:

That Full Council notes the draft Corporate Plan 2014-17, and that the report comes back to the next appropriate Council meeting to be finalised after further cross-party input.

Followed further discussion and debate the Scrutiny Members workshop on 16th June, officers have made revisions to the draft Plan seeking to address the points raised. A revised draft is attached at Appendix A.

The significant issues in the report are:

The Corporate Plan (Appendix 1) sets out the Council's plans for the next three years, to support delivery of the Mayor's vision for the city. It details the challenges, priorities and sets the direction for service delivery. It is not a detailed delivery plan, or a full statement about everything the Council does, but summarises the outcomes to be achieved.

The priorities in the Corporate Plan draw heavily upon existing strategies and plans, particularly where they have been developed in partnership with other agencies. It is important that wherever possible the Plan builds on existing work, particularly to avoid undermining existing delivery arrangements with our partners.

Policy

1. The Corporate Plan is a named document in the Council's Policy Framework noted in Article 4 of the Constitution and agreement of the plan is reserved to Full Council.

Consultation

2. Internal

Strategic Leadership Team (SLT) - 14 January 2014.

Resources Scrutiny Commission – 24 January 2014

Cabinet – 4 February 2014

Full Council (as supporting information for the Budget) on 18th February

Full Council (recommending adoption) on 18th March

Scrutiny Planning Workshop – 16 June 2014

Overview & Scrutiny Management Board – 10 July 2014

3. External

The Corporate Plan is a primarily internal document – all large organisations work to a single business plan as good practice – however the Council's plan will be a public document and the priorities therein have been open to public scrutiny through:

- The priority themes in the Vision were launched at a large-scale public meeting and debate on 18th November 2013.
- The Budget and Medium Term Financial Strategy consultation informed the development of the Corporate Plan, and is consistent with its aims.

Context

4. The Corporate Plan (Appendix 1) sets out the Council's priorities for the next three years. It sets out the challenges and priorities, and sets a clear direction for service delivery. It is not intended to be a full statement of all that we do but focuses on outcomes to be achieved.

5. The Corporate Plan reflects the themes established in the Mayor's Vision for the city launched on 18th November 2013, namely:

- People (Healthy & Caring Bristol and Keep Bristol Working & Learning);
- Place (Keep Bristol Moving and Building Successful Places); and
- Prosperity (Global Green Capital and Vibrant Bristol).

6. The Plan is underpinned by 3 cross-cutting priorities, which cut across all the Council's activity and guide everything we do:

- **Addressing Inequality:** We will work to address inequalities of health, wealth & opportunity in the city, by providing the right kind of help and support, at the right time.

Leading to:

- **Active Citizens:** Bristol will be a place where we celebrate and champion the diversity of our population and every individual, organisation, business and community is encouraged to play an active role in the life of our city.

Leading to:

- **Empowered City:** Bristol will be a city more in control of its own future and where its governance is modernised as part of a movement to free our great cities from stifling central control.

7. The Corporate Plan is an essential component in a suite of documents that set the strategic direction of the organisation. This 'golden thread' begins with the Mayor's Vision, a long term vision for the city. Beneath the city Vision sits the Council Corporate Plan, which sets out what the Council is going to do to support the delivery of the Vision over the next 3 years.

8. The priorities in the Corporate Plan under each theme draw heavily upon existing strategies and plans, particularly where they have been developed in partnership with other agencies. For example, the 'Healthy & Caring Bristol' priorities are predominantly based on the Health & Wellbeing Strategy. It is important that wherever possible the Plan builds on existing work, particularly to avoid undermining existing delivery arrangements with our partners.

Proposal

9. Following the debate at Full Council on 18th March, and further discussion with Members of Overview & Scrutiny Management Board at

the work planning workshop on 16th June, a number of changes have been made to the existing draft.

10. Members are invited to review the draft and the changes made, and recommend any final editing before submission of the Plan to Full Council on 22nd July.

Summary of feedback and changes made

Feedback	Change
The plan contains too much detail in some areas and not enough in others. It's not consistent, and often tries to fulfil the role of delivery plan when it should be a strategic document.	Removal of the delivery actions and the performance measures, to make this a purely strategic document. Service and team plans will be where the appropriate level of detail is contained, and these will sit below the Corporate Plan.
Inequality is perhaps the single most pressing issue for Bristol and this does not come across strong enough in the document.	<ul style="list-style-type: none"> - A new cross-cutting priority has been added on 'Addressing Inequalities', sitting alongside the other cross-cutting themes. - The need to address inequality has been added to the main Corporate Plan statement which is reiterated at various points within the document.

Public Sector Equality Duties

11. a) 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.

Legal and Resource Implications

Legal

Article 4.01 (b) (ii) of the Council's constitution makes provision for referral of the Corporate Plan to Full Council as a matter of local choice.

Article 5.01 (i) requires the Mayor to Recommend to Full Council the Policy Framework and Council Budget for approval and any subsequent amendments

The Policy and Budget Framework *Procedure Rules (PBR2 Process for developing the framework)* states that:

- (d) When considering the Mayor's proposals the Council may
 - (i) adopt or approve the draft budget, plan or strategy;
 - (ii) ask the executive to reconsider or
 - (iii) amend the budget, plan or strategy itself

- (e) If the Council approves the proposals with amendments or approves alternative proposals, the Mayor may resubmit his proposals or make fresh proposals and submit these to the Council. He may exercise this right by writing to the Monitoring Officer within five working days of the Council decision. He may also waive this right by writing to the Monitoring Officer.

- (f) If the Council rejects the proposals, the Mayor must resubmit his proposals or make fresh proposals.

- (g) If the Mayor submits or resubmits proposals under rule (e) or (f) the Council shall consider these proposals. It shall make its final decision on the matter in that it may approve the proposals of the Mayor by a

simple majority of votes cast at the meeting; or approve a different decision which does not accord with the recommendations of the Mayor by a two-thirds majority.

(h) Once proposals are approved, the Mayor shall implement them.

Legal advice provided by **Shahzia Daya, Service Manager- Legal**

Financial

(a) Revenue

The Medium Term Financial Strategy (MTFS) submitted to Full Council on 18th February takes full account of the priorities set out by the Mayor. The Corporate Plan, prior to being recommended to Full Council for adoption, has been updated to reflect the Budget agreed by Council on 18th Feb.

(b) Capital

The draft Capital Programme, agreed by Full Council on the 18th February, has been prepared in line with the priorities in the Mayor's Vision and is reflected in the draft Corporate Plan.

(Financial advice provided by Mark Taylor, Interim Service Director-Finance)

Land

Not applicable

Personnel

Not applicable

Appendices:

APPENDIX A: Draft Bristol City Council Corporate Plan 2014-17

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

Corporate Plan (draft)

2014–2017



Foreword

I launched my new Vision for Bristol in November 2013 at my first annual ‘State of the City’ lecture at Bristol’s Festival of Ideas.

The vision sets out my priorities for the city, particularly around improved opportunities for education, training and jobs; improved transport; a vibrant city; a healthy and caring city, and a place with better connected neighbourhoods with suitable housing options. These priorities are underpinned by the huge economic and social importance of Bristol’s year as European Green Capital 2015, the need for more local control over decision making and finances, and my strong wish for people to take an active role in the community by helping themselves and their neighbours.

It was received very enthusiastically by the large audience representing nearly every facet of Bristol’s life, but I think many wondered how it could be put into practice with all the challenges faced by Local Government.

In truth this is down to all of us. It will take time and effort by all sorts of public organisations, businesses, charities, community groups and individuals, however there is no escaping the reality that the engine of change is the new strategic team at Bristol City Council.

This corporate plan is the city council’s contribution to achieving the Vision for Bristol. It outlines how the council will deliver its strategies and services in support of the Vision, helping ensure that everyone in the city has the opportunity to take advantage of the city’s success and that we can start to close Bristol’s unacceptable poverty and health gap for our most disadvantaged citizens.

The council’s strategic team led by City Director, Nicola Yates, have kicked off the process of major structural change to enable the organisation to provide services in a new era of local government. We are particularly challenged by massive cuts in Government funding to local authorities whilst demand for our services increase. This presents a considerable challenge, but one we shall rise to as a more efficient machine than that of central government.

Every day I’m fortunate to see many dedicated staff who make a real difference to hosts of people’s lives throughout this city. It is sad but inevitable that we shall have considerably fewer staff and are having to say farewell to hundreds of our colleagues during this year. However we do so with the focus not on our bank balance or our losses, but on the best way we can invest in Bristol and provide good value services to its citizens despite having a smaller workforce and less money to do so.

Despite our challenges there is a tremendous amount to look forward to in Bristol. We have one of the strongest UK city economies and the most attractive offer outside London with this being reinforced by the dynamic regeneration plans which are coming to life at the Temple Quarter Enterprise Zone and in South Bristol. The eyes of the world and many investors are turning to Bristol as we lead the way as one of the Rockefeller Foundation's '100 Resilient Cities' further strengthening our European Green Capital status for 2015.

Nothing shakes my optimism for the future of our great city of Bristol and its diverse and inspiring citizens. I know it won't all be plain sailing, but with an unbeatable combination of planning and determination we are setting a clear course.

Together we can make the Vision for Bristol a reality and in doing so make life better for all Bristolians, some of whom do not yet share its benefits.

This is where the city council starts that journey.



George Ferguson
Mayor of Bristol

Bristol City Council – Corporate Plan 2014–2017

The Mayor’s Vision: “Only by supporting every citizen to reach their potential and by creating successful places in which to live, work and play, can Bristol maintain its position and growing reputation as the most liveable city in the UK and be truly prosperous in a global economy.”

The Council’s Corporate Plan: “Bristol City Council will work to address inequalities of health, wealth and opportunity in the city, supporting every citizen to reach their potential by creating successful places in which to live, work and play.”

People	Place	Prosperity
<p>Healthy and Caring Bristol</p> <p>Bristol will be a place where the cared for and the caring, young and old, are respected and valued members of our society; and where healthy, happy and safe lives and homes are shared aspirations for every citizen.</p>	<p>Keep Bristol Moving</p> <p>Bristol will be a city where public transport provides an affordable quality alternative to the car, where streets are no longer clogged with traffic, our air is cleaner, and it is increasingly attractive to walk and cycle.</p>	<p>Global Green Capital</p> <p>Bristol will harness the energy of everyone in the city to maximise the opportunity of our Green Capital year of 2015 as a platform for promoting the city on the world stage, to attract investment and jobs.</p>
<p>Keep Bristol Working and Learning</p> <p>Bristol will be a learning city where every citizen has access to good education and is able to acquire the skills they need to join Bristol’s world class workforce.</p>	<p>Building Successful Places</p> <p>Bristol will be a city of well-connected neighbourhoods with a strong sense of identity and belonging, where a diverse mix of housing types and tenures ensures that homes are increasingly affordable to all that need them including the most vulnerable.</p>	<p>Vibrant Bristol</p> <p>Bristol will be a place where the streets are alive with activity, and where every citizen and community participates in the cultural life of our city.</p>

Addressing Inequalities: We will work to address inequalities of health, wealth and opportunity in the city, by providing the right kind of help and support, at the right time.

Active Citizens: Bristol will be a place where we celebrate and champion the diversity of our population and every individual, organisation, business and community is encouraged to play an active role in the life of the city.

Empowered City: Bristol will be a city more in control of its own future and where its governance is modernised to fit the mayoral model as part of the movement to free our great English cities from stifling central control.

Introduction

Local Government is changing. Right now, every introduction to every council corporate plan up and down the country will be telling the same familiar story of an economy brought to its knees and adjusting to a long era of austerity.

Some will also refer to the need for environmental austerity, required to curb unsustainable consumption, avert climate disaster and protect households from rapidly rising energy costs.

Others will talk about the challenge of reconnecting our communities, or the risk of societal breakdown caused by a generation living through a time of record youth unemployment.

They will all talk about the need to protect the most vulnerable in society and tackle inequality – creating more resilient cities.

Bristol has its own share of economic, social and environmental challenges. However, this city also has good cause not to despair, but to be hopeful about the future and energised by the opportunities ahead. Firstly, our economy is strong. We have consistently outperformed the other English core cities for many years, we have an extremely diverse economic base enriched by innovative small businesses, and we have been credited as having the best Local Enterprise Partnership in the country¹. The city also consistently scores highly as being a great place to live² – with a diverse and vibrant cultural offer and high levels of community participation³ leading to a good quality of life. Environmentally, Bristol has a lot to shout about too, as evidenced by our achievement of the coveted European Green Capital Award 2015⁴.

The real ‘acid test’ for a city though, is how we treat our most vulnerable citizens. In our response to the age of austerity and an extremely challenging financial settlement handed down to us from central Government, the council must refocus its efforts on ensuring that everyone in the city can participate in these opportunities. As set out in the vision for Bristol launched by the Mayor on 18th November, our ambition is that everyone in the city must have the opportunity to play a part in the city’s success.

Bristol City Council is stepping up to the mark. This corporate plan articulates the council’s contribution to that vision. These are priorities that are evident in our Medium Term Financial Strategy (MTFS), and which for the next three years will underpin everything we do. It provides a frame of reference for the Mayor, the Cabinet, the council, and the citizens of Bristol, showing how our resources are aligned firmly behind our priorities. Critically, we cannot achieve the vision’s objectives without working in unison with our partners – voluntary and community organisations, businesses and public agencies.

1 FDi Intelligence for Financial Times, August/September 2012: www.fdiintelligence.com/Locations/Europe/United-Kingdom/How-are-the-UK-s-LEPs-faring-An-fDi-report

2 Ref quality of life reports, eg PWC ‘Good Growth’ (Tim Borrett)

3 Ref QoL survey stat on volunteering and involvement

4 bristolgreencapital.org/european-green-capital-award

An effective corporate plan must also be an important point of reference for every manager and member of staff in the organisation, whether on the front-line delivering vital services to the city or behind the scenes, providing the support front-line teams need to do their jobs well. This plan must not be a weighty tome left to gather dust on office shelves, but a critical document that enables every member of the Bristol team to clearly see how their hard work contributes to the wider objectives of the council. The plan will keep us to task, firmly focused on the things that matter most, the people most in need of our support, and ultimately our vision for Bristol:

“Bristol City Council will work to address inequalities of health, wealth and opportunity in the city, supporting every citizen to reach their potential by creating successful places in which to live, work and play.”



Nicola Yates
City Director
Bristol City Council

Bristol – the state of the city

Bristol is the seventh largest city in England outside of London and one of the eight core cities. With an estimated population of 432,500 ‘usual’ residents, the Bristol local authority area accounts for almost 70% of the total population of the built-up area of the city, which is often referred to as Greater Bristol, or the Bristol Urban Area. The 2011 Census estimate of population for the Bristol Urban Area was 617,000.

Over the last decade there has been a period of unprecedented population growth both nationally and in Bristol. Since 2001 the population of the Bristol local authority area is estimated to have increased by 42,400 people (10.9%); this compares to an England and Wales increase of 8% over the same period.

This growth has come from immigration, increasing births and increasing numbers of students – with an additional 10,000 students living in Bristol during term time. If recent trends continue, Bristol’s population is projected to increase by an additional 44,800 people (10.5%) in the 10 years between 2011 and 2021.

The following sets out key facts and figures aligned to each of the strategic objectives of the Mayor’s Vision and this Corporate Plan.

For more information visit the Bristol City Council website to look at our annual ‘State of the City’ report⁵.

Key Statistics for Bristol

- Population 432,500
- Economic productivity (Gross Value Added) £28.7 per hour (*UK average £27.3*)
- Unemployment rate 7.2% (*UK average 7.9%*)
- 82.3% feel in good health (*81.2% in England and Wales*)
- Average earnings £27,100 (*UK average £26,400*)
- Average house price £170,700 (*UK average £161,600*)
- Qualified to degree level 42.2% (*UK average 32.5%*)
- 15% live in deprived areas
- One in four children live in poverty (*UK average is one in five*)

Increasingly diverse population

- 45 religions
- At least 50 countries of birth
- 91 main languages spoken.

People: Healthy and Caring

There are more children aged 0 to 15 living in Bristol than people aged 65 and over. The growth in child population (particularly under 5s, which grew by 34% in the last decade) is one of the highest in the country and has significant implications for services within the health, care and education system, including new school place provision.

One in four **children in the city live in poverty** compared to one in five nationally. Many of these children are growing up in households unable to afford, or to have access to, food to make up a healthy diet. The number of foodbanks in the city has doubled in the last year.

Despite the general city-wide improvement, there are clear and persistent **health and wellbeing inequalities** across the city, including a persistent inequality in life expectancy between the most and least deprived areas (with an estimated gap of up to ten years for men and six years for women). Bristol has distinct geographical concentrations of deprivation and affluence (which in some areas sit side by side).

Many **big health issues** for Bristol mirror national challenges, with cancer still the biggest killer of people under 75, followed by heart disease and stroke. Obesity, which is rising in children, is a major contributing factor to poor health outcomes, with smoking and alcohol. Mental ill health has a major impact on wellbeing.

Homelessness is rising, not as much as in many other parts of the UK, in part due to our successful prevention measures, but significantly nonetheless, with a 28% increase in the number of households the council has a duty to find homes for in 2013 (from 2012). Stress and health problems can be caused by insecurity of housing and vice versa. Some of our citizens also experience poor housing conditions and overcrowding.

Bristol's 57,200 **older people** (aged 65 and over) make up 13% of the total population. The proportion of older people is lower than in England and Wales as a whole with 17% in the same age group. There are more than 9,000 people living in Bristol aged 85 and over and the population continues to age gradually. The over 85 age group has increased by 1,700 people (22.3%) between 2001 and 2012. One in five people over the age of 85 is likely to have dementia.

Total **recorded crime** in Bristol has been steadily reducing for the past 12 years. A total of 40,672 crimes were recorded in 2012/13, a decrease of 16.7% from 2011/12. A number of improvements in public perceptions of crime can also be seen in the Quality of Life Survey.

People: Keep Bristol Working and Learning

Educational attainment for children and young people is rising steadily in Bristol and closing the gap between the national average and neighbouring authorities.

2013 provisional results continue the significant progress and in 2013 Key Stage 2 results (at 11 years) improved in all measures including reading, writing and maths and are in line with the national average. In Key Stage 4 (at 16 years), the percentage of young people attaining five good GCSEs (including English and Maths) was 52% (a rise of 12% since 2009), drawing closer to the national rate of 59%.

In June 2013 the number of **unemployed residents** of Bristol fell for the fourth month running and was 15.4% below the level of June 2012. In June 2013 the number of young (16–24 years) unemployed residents of Bristol also fell for the fourth month but it remains about 75% above pre-recession levels.

But the number of Bristol residents that have been unemployed for more than two years has been growing continually for the last two years. Bristol's labour market continues to show weakness in lower skilled occupations, with over 40% of claimants looking for work in the retail sector.

Bristol's prosperity is not shared by all its citizens: many areas experience **multiple deprivation**. The impact of **welfare reform** will primarily be targeted at working age claimants as most (80%) of those affected are in work. Many of these households claiming benefits are likely to be worse off in 2015/16 than they are now.

An opportunity exists with the development of the **Bristol Temple Quarter Enterprise Zone** for employment opportunities in an area of Bristol with high unemployment and worklessness.

Place: Keep Bristol Moving

It has been estimated that by 2016 traffic congestion could cost the local economy some £600 million a year. As car ownership grows, peak time vehicle speeds slow down (15.7mph, 2011).

Between 2001 and 2011 the **number of cars** in the city has increased with an extra 25,200 cars available (*2011 Census*). However, despite this, 29% of households do not have access to a car therefore we need to provide good public transport and sustainable alternatives both to reduce car use and provide for those without access to a car. Bristol has the highest rate **of commuting on foot and by bike** of any core city in England and Wales.

As one of the cities awarded a share of the Government's Urban Broadband Fund, '**Gigabit Bristol**', a number of methods will be used to improve broadband speeds for up to 5,000 businesses in central areas. Digital exclusion also exists in the city, often associated with the population aged 75 years and over.

Place: Building Successful Places

Bristol is one of the most successful cities in the UK, with a high employment rate and low unemployment rate and higher house prices than in most comparable cities.

The city's economy has weathered the 2008 recession better than most core cities. The UK Cities and Regions Focus '**Bristol's Strengths: the right sectors, the right location**' forecasts that if success continues, there will be an increase in employment from 234,000 in 2012 to 266,000 in 2020.

Bristol's strength is the presence of **knowledge industries**, but Bristol's edge is the intersection between them. This mix of creative, digital and green means that Bristol is uniquely well placed to be an ultrafast broadband showcase.

Despite the recent stabilisation of **house prices** with the recession, Bristol is still one of the most difficult cities in Europe to afford to buy a flat or house. Many households are being priced out of the market at the same time as a projected fall in the number of new affordable homes being built, and a sharp increase in Right to Buy sales. Rising rents and restricted benefit levels are set to squeeze households on the lowest incomes, likely to increase homelessness.

Prosperity: Global Green City

Bristol has won the European Green Capital Award for 2015, set up to reward cities achieving high environmental standards and encourage them to commit to further environmental improvement and sustainable development.

As a winning city, Bristol must demonstrate a vision for the future which will inspire other cities to take similar action, with a replicable model, promoting best practice to all other European cities. Further accolades to support Bristol's reputation as a great place to live is provided by Bristol being named in 2013 as top spot to live in the UK with the highest quality of living (*MoneySupermarket.com*), and a Quality of Living Index (*Opinium Research 2013*) which found that Bristol has the highest quality of life when ranked alongside other British cities. In 2013 Bristol was also named Social Enterprise City for our enterprising approach to social problems and community-driven culture.

Prosperity: Vibrant Bristol

Bristol is a city with a rich and diverse cultural landscape. It is home to outdoor street art galleries, a leading centre for the contemporary arts, the UK's oldest working theatre, Britain's foremost centre for new media and the South West's largest TV and film production space.

Annual theatre, live art, galleries, festivals and events, location filming, museums, attractions, major sport events and facilities, all have a vital role to play in making this a vibrant, creative and prosperous city.

Bristol is a proudly independent and entrepreneurial city. It is believed that around 70% of the city's shops, cafés, restaurants, bars, pubs and hairdressers etc. are independent.

A flexible and efficient council

The council will need to radically change the way it engages with, and delivers services to, the citizens of Bristol. The primary driver of this change must be an absolute focus on achieving the Mayor's vision and outcomes set out in this plan, through the delivery of excellent services to all of our customers.

We need to make it much simpler for individuals and organisations to seek information, request services and engage with the council, making this available in the way our customers want to access them. Many people need to access multiple services from the council, but because of the way we are currently organised it can often feel like they are dealing with different organisations. This needs to change.

We have to achieve these changes at a time when we will have less money and demand for many of our critical services is increasing. We need to deliver efficiencies that contribute at least £49m of the overall £83m of savings we need to achieve over the next three years.

Much good progress has been made over the last three years and this has put us in a much stronger position to move forwards. We now need to take an organisation-wide approach to driving change. Viewing individual council services in isolation will fail to deliver the high quality and integrated services the city needs and will cost too much. We need to ensure every pound we spend has the maximum impact. We cannot allow any waste on inefficient or duplicated working practices just because that's the way it has been done previously.

So we now need transform the way we work at a whole council level, exploiting opportunities to simplify the way we deliver services to our customers and reducing costs by doing things once in the most efficient way. We need to become a more focussed organisation that is excellent at what we do.

Increasingly, we will need to work much more closely with partners. To achieve this we need to become more effective in the way we commission services, with stronger commercial skills to get much greater value from our significant spend.

Advances in technology offer real opportunities to make our services more flexible and accessible. In an age where smartphones and tablets have become the norm, our customers will want to be able access council services on-line, offering major efficiency opportunities. We will become a council where many of our services will be delivered digitally, whilst recognising that we have a responsibility to ensure access to services is provided in alternative ways for those who cannot use digital methods

What will be different?

We need to make fundamental changes in the way the council is organised and operates. Some important things will be different in future:

- We will redesign all of our services around our customers' needs, simplifying and standardising the way we do things.
- We will do common activities once in the organisation and in a consistent way, reducing costs and complexity.
- We will be a more focused organisation, working with our partners from all sectors to deliver.
- We will work with partners to effect a shift to early intervention and prevention.
- We will have a much stronger focus on the way we commission services, with a clear separation from delivery, whether this is internal or external to the council.
- We will invest in the new skills our staff will need to operate effectively in the new organisation, developing a culture that has a strong customer focus in all we do.
- We will exploit technology to deliver many of our services digitally, so they can be easily accessed at any time and in a variety of ways.
- We will enable our staff to work more flexibly, so they can operate when and where they need to, establishing a modern working environment based in two primary locations.

The Change Programme

To deliver these changes we have established a single programme of change, with centralised governance, that applies to all parts of the council. This will ensure that we use our limited resources in the most effective way and deliver a future council that is much more efficient and integrated.

Our strategy is to reduce the council's operating costs as early as we can in the programme, so we can then focus our efforts on recovery, by redesigning the organisation and reducing uncertainty for our staff.

The Change Programme consists of a number of elements that will deliver the changes we need to make:

- Initially we will reduce operating costs by
 - **Restructuring** to get us in the right shape for the future, removing around 800 posts from the organisation;
 - **Renegotiating** what we pay externally for services, ensuring what we buy is what we need, both now and in the future.

- We will then run a series of 'service redesign' projects to streamline our organisation and ensure it is focused on delivering to our customers.
- We will ensure that many of our simpler services are available **digitally**; automated and available on line.
- We will reduce our office estate and focus the majority of our staff into two core offices at City Hall and 100 Temple Street, utilising modern working practices and technology.
- We will look to manage and exploit our assets more effectively, and take opportunities to maximise our income streams from these.

To enable this to happen we will have to make significant changes and investment in:

- Our workforce, ensuring we have the right people with the right skills and culture needed for the future.
- Technology, to enable the council to deliver digital services and work more flexibly and efficiently.

Bristol City Council: Corporate Plan 2014–2017

The pages that follow set out the council's Corporate Plan for the next three years. For each strategic outcome, under the headings **People**, **Place** and **Prosperity**, are set out the objectives, the delivery actions and the measures of success.

“Bristol City Council will work to address inequalities of health, wealth and opportunity in the city, supporting every citizen to reach their potential by creating successful places in which to live, work and play.”

Bristol City Council – Corporate Plan 2014–2017

Addressing Inequality: We will work to address inequalities of health, wealth and opportunity in the city, providing the right kind of help and support, at the right time.

- We will focus our attention on those most vulnerable in society, targeting limited resources on those most in need.
- Where our support is needed we will always seek to intervene as early as possible.
- We will embed the principles of promoting equality and celebrating diversity in everything we do.
- We will work to connect people with opportunities, focusing on those neighbourhoods and communities who face barriers to accessing employment, education or leisure opportunities.

Addressing inequality will enable more people to play a more active role in the life of the city.

Active Citizens: Bristol will be a place where we celebrate and champion the diversity of our population and every individual, organisation, business and community is encouraged to play an active role in the life of the city.

- Bristol will be a place where we celebrate and champion the diversity of our population and every individual, organisation, business and community is encouraged to play an active role in the life of the city.
- Encourage every individual, organisation, business and community to play an active role in the life of the city
- Develop a reshaped model for supporting and resourcing the work of voluntary and community organisations in the city that is centred on achieving the overarching objectives in this vision
- Deliver a new city-wide framework for volunteering, that is again centred on city-wide objectives and which celebrates and rewards the impact of projects and programmes.
- Redesign the system of neighbourhood governance and decision-making in the city to ensure that citizens and communities can have real influence and control over what happens in their area.

More engaged and informed citizens playing an active role in city life, will help us to build a better city and to bolster Bristol's profile nationally and globally.

Empowered City: Bristol will be a city more in control of its own future and where its governance is modernised as part of a movement to free our great cities from stifling central control.

- Continue our work in partnership with the other English core cities to make the case for further fiscal devolution to our cities.
- Promote the distinctiveness of the role of a Mayor as leader of the city, not just the city council, as a platform for seeking greater freedoms, flexibilities and resources from national Government.
- Seek to strengthen local and regional partnership working and governance, working with our neighbouring local authorities and the West of England Local Enterprise Partnership, and our partners in the 'Severn Region'.
- Reducing the bureaucracy many associate with the workings of the council to provide the citizens of Bristol with the responsive and accountable system of local democracy they deserve.

People

Healthy and Caring Bristol – Bristol will be a place where the cared for and the caring, young and old, are respected and valued members of our society; and where healthy, happy and safe lives and homes are shared aspirations for every citizen.

Social care and health services for the citizens of Bristol that focus not just on health care, but on the prevention of ill health and promoting healthy living. *HC1*

Integrated services for all that enable people to live independent lives and which ensure that vulnerable people of all ages are protected and safe, thereby helping to build resilient communities. *HC2*

By focusing on pre-natal and early years care and support for those families most in need, to give every child in Bristol the very best start in life possible *HC3*

To enable older people to play an active and respected role within their communities, and early intervention to enable them to stay in their own homes wherever possible. *HC4*

To develop socially mixed communities and embrace every citizen's responsibility to be a good neighbour, promoting volunteering as a way to encourage greater levels of community participation promote healthy living and building resilient communities. *HC5*

Keep Bristol Working and Learning – a learning city where every citizen has access to good education and is able to acquire the skills they need to join Bristol's world class workforce.

To raise our young people's attainment to be in the top 25% in England. *WL1*

To ensure that we fully understand the skills needs of every major business sector in the city, and have a city-region wide plan for ensuring that our education and skills system provides businesses with the skills they need. *WL2*

Improved social mobility and social inclusion through the removal of local barriers to work for those trying to access the labour market. *WL3*

Place

Keep Bristol Moving – a city where public transport provides an affordable quality alternative to the car, where streets are no longer clogged with traffic, our air is cleaner, and it is increasingly attractive to walk and cycle.

To promote active travel choices – walking and cycling – as safe and pleasant alternatives to the car. *BM1*

To reduce emissions in the city to help protect people from the harmful gases produced by streets clogged with traffic. *BM2*

To make road layout and other improvements in the city to open our streets to people, removing the blight of heavy traffic and improving flows for public transport and those who need to drive. *BM3*

To ensure that public transport provides an effective, efficient and safe alternative to the car. *BM4*

Building Successful Places – a city of well-connected neighbourhoods with a strong sense of identity and belonging, where a diverse mix of housing types and tenures ensures that homes are increasingly affordable to all that need them including the most vulnerable.

A building rate of 750 new homes a year by 2016/17 and 900 by 2017/18. *SP1*

To reduce household energy demand and make energy production more sustainable. *SP2*

Supported regeneration of communities around the city, maintaining citizen-centric design principles for all new development and redevelopment of neighbourhoods across the city. *SP3*

To ensure that Bristol's High Streets/local centres are diverse and responsive to change by working together to create connected, enterprising, creative and green centres. *SP4*

Prosperity

Global Green Capital – to harness the energy of everyone in the city to maximise the opportunity of our Green Capital year of 2015 as a platform for promoting the city on the world stage, to attract investment and jobs.

To use the European Green Capital as a platform for showcasing our strengths across the world to achieve investment and growth for the city, working closely with the Local Enterprise Partnership and Government. *GC1*

To stage a programme of events and cultural activity which involves and engages everybody in the city to celebrate European Green Capital 2015 *GC2*

Reduction of Bristol's carbon emissions by 40% by 2020 and accelerate the pace of change in our economy and our communities towards the low carbon future that will make Bristol a more sustainable, healthier, greener city. *GC3*

Vibrant Bristol – a place where the streets are alive with activity, and where every citizen and community participates in the cultural life of our city.

Ensure we have the right mix of cultural assets to support Bristol as a vibrant, creative and prosperous city. *VB1*

Facilitate environments which encourage creativity, and ensure that Bristol's diverse communities are able to access and be inspired by the arts and events that make up the unique creative landscape of the city. *VB2*

