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Business Plan 2019/20



Welcome to Bristol City Council’s Business Plan for the financial year April 2019 – March 2020.

Our **Corporate Strategy 2018–2023** sets out our priorities and vision for Bristol. It identifies four strategic themes that will help us achieve this vision:

Empowering and Caring:

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Work with partners to empower communities and individuals, increase independence, support those who need it and give children the best possible start in life.

Fair and Inclusive:

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Improve economic and social equality, pursuing economic growth which includes everyone and making sure people have access to good quality learning, decent jobs and homes they can afford.

Well Connected:

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Take bold and innovative steps to make Bristol a more joined up city, linking up people with jobs and with each other.

Wellbeing:

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Create healthier and more resilient communities where life expectancy is not determined by wealth or background.

Please refer to the **Corporate Strategy 2018–2023** to find out more about the background to the vision, commitments and themes.

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Bristol City Council Business Plan 2019/20

This Business Plan sets out our key planned activities for April 2019 – March 2020. It is the second annual plan resulting from our Corporate Strategy 2018–2023, which lays out the vision and priorities we have set ourselves and our city.

Our vision is:

We play a leading role in driving a city of hope and aspiration where everyone can share in its success.

Our approach, where possible, is to work with others and to empower and enable people to live successful and independent lives. Across the council, colleagues work alongside partners to identify solutions and enhance rather than duplicate effort. An example of this is the way we work with other public agencies on a range of issues, from the safeguarding of children and adults to responding to civil protection incidents. These principles have underpinned the development of the One City Approach, which sets out a new model of city leadership that we are striving to deliver with partners across the city.

The One City Approach heralds an exciting future, but of course there are many challenges along the way. A particular issue that our plans for 2019/20 cannot ignore is that of Brexit. The council has a key role in making sure that the city is prepared for Britain's intended exit from the European Union. During 2018/19 we undertook a Brexit No Deal Scenario Assessment. The Assessment summarises what threats and opportunities the council faces from a disorderly Brexit, and may face in any form of Brexit. This has helped us focus on how we minimise any potential negative impact on our citizens and services, while maximising opportunities². In this context our plans for 2019/20 may change quite considerably during the year as we respond.

2018/19 – A year in review

April 2018 marked a new beginning following the adoption of our Corporate Strategy by Full Council in February 2018. In publishing the first of these Business Plans we were clearer about our ambitions and actions than we had been for several years.

We continue to be a council which is on a journey of improvement, and during 2018/19 we invited the Local Government Association (LGA) to undertake a review of our governance, leadership and financial management. We published its recommendations and report in November 2018, which found that we are an 'outward-looking, innovative council which is emerging from a time of challenge'³. We are pleased that our progress has been recognised, and will strive to continue this improvement, through establishing an effective culture, governance arrangements and performance framework, and ensuring that the results of our efforts match our ambition.

Highlights from last year's plan:

During 2018/19 we made significant progress towards some of our key commitments, from supporting families through children's centres to providing adult social care that helps people to stay in their own homes, keeping all libraries open and becoming a Living Wage Employer.

1. Bristol City Council, Brexit No Deal Scenario Assessment

2. Source: LGA, Corporate peer challenge, Bristol City Council, 11–14 September 2018, Feedback Report, <https://news.bristol.gov.uk/news/bristol-city-council-is-emerging-from-a-period-of-challenge-with-purpose-and-ambition-according-to-independent-review>

The One City Plan was launched, aiming to bring together different sectors, organisations and institutions in the city to collectively deliver the shared vision that: *'In 2050 Bristol is a fair, healthy and sustainable city; A city of hope and aspiration, where everyone can share in its success'*.

The plan is based around six key strands: health and wellbeing, learning and skills, economy, environment, homes and communities and connectivity. The three main priorities agreed for 2019 are:

1) Prevent and tackle street conflict and street violence

2) End Period Poverty

3) Affordable child and nursery care

To find out more visit www.bristolonecity.com

The Bristol Equality Charter³ was also launched, 'to create a fairer, safer, accessible and inclusive city where everyone feels they belong, has a voice and an equal opportunity to succeed and thrive.' The Charter was developed collectively by a group of representatives from private, voluntary and public sectors. A citywide Children's Charter was also launched, setting out the city's shared priorities for all children and young people.

The Bristol Housing Company, Goram Homes, has been established to accelerate house-building and meet our target that by 2020, 2000 new homes are built annually, of which 800 are affordable. The first two schemes – Romney House in Lockleaze and Baltic Wharf Caravan Club Site – have been identified.

Working with our partners in the West of England, Metrobus was launched to provide faster, more reliable and cleaner transport in the Greater Bristol area.

We also made a bold decision to use Temple Island for a mixed-use development with greater economic returns – including job creation and housing – rather than the previously planned arena. Alternative proposals for a Bristol arena are under development by a private firm.

Of course, the year was not without its challenges and these were not just limited to the uncertainty of Brexit or the continued issue of under-investment by the Government in local authorities.

A judicial review found that we did not follow the correct process when proposing to make £5m savings to address an overspend in the Special Educational Needs and Disabilities (SEND) budget. We accepted that mistakes were made, reinstated the budget and we are drawing up a new plan in consultation with families, schools and partners. We need to overcome the issues we are facing, from increasing demand for statutory plans to a chronic shortage of sufficient, sustainable funding from Government.

We are addressing internal allegations of racism and making improvements in training, development and recruitment through the roll-out of our new Equality and Inclusion Policy and Strategy and our Organisational Improvement Plan. During 2018 we reviewed our equality function to drive these issues forward, recognising we had a lot of work to do to become a truly inclusive beacon of good practice.

Our ambition is high in many ways, and we haven't always been able to meet the targets we set ourselves. We won't know all of our results until after April 2019, but during the year around half of our performance targets have been on track or above target, whilst around half have been below target to some degree.

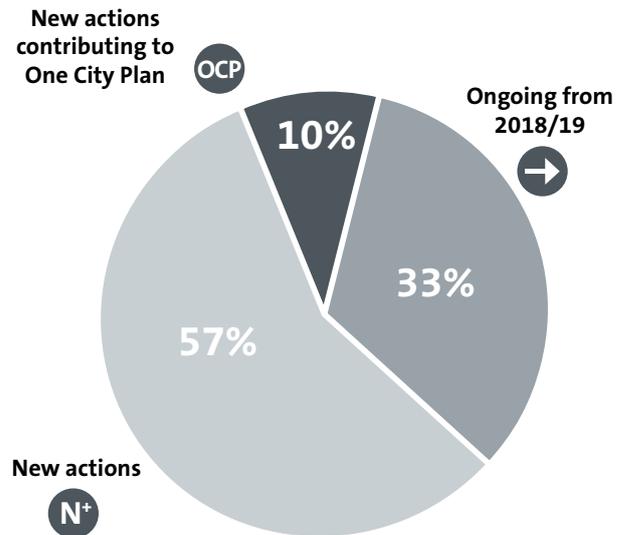
3. <https://www.bristol.gov.uk/people-communities/bristol-equality-charter>

Signposting progress

We show our progress in this year's Business Plan by highlighting ongoing actions and those which are new. Of the total actions listed, around 33% closely relate to or continue actions from the 2018/19 year, 57% are new actions and 10% are new actions describing the council's contribution to citywide **One City Plan** priorities.

Ongoing actions include actions intended to run over a number of years as well as actions which have not completed as planned.⁵

New actions may be completely new ideas, or in some cases continuing work which has not previously been listed in our annual Business Plan, but now is well enough progressed or sufficiently high profile to be included.



⁵ A version of the 2018/19 Corporate Business Plan will be published in April 2019 (available at www.bristol.gov.uk/policies-plans-strategies/corporate-strategy) which sets out which actions are completed, which are on track and which are behind schedule.

More about this Business Plan

The aim of this business plan is to show what actions we will take in 2019/20 to make progress against our commitments. Some actions will have started in the first year of this five-year plan (2018/19), others start in this period, and may continue beyond it. Where this is the case, it has been indicated. These actions will make sure we spend our time, money and resources as effectively as possible.

To keep this plan relatively short and simple, only the highlights and most important measures of our success have been included. Some actions may relate to more than one commitment, but are listed next to the most relevant one.

In some cases we anticipate the actions we might take, as these may be subject to further consideration and a decision being made by the council's Cabinet. We have indicated where this is the case.

Our planned actions are organised under the four strategic themes and the steps we are taking to achieve our commitments. For ease, we have set out the summary, aims and challenges as described in the Corporate Strategy and the first year's Business Plan (2018–19) while including the actions we will be undertaking this year to continue to meet these commitments.

This plan covers a significant amount of work carried out by council colleagues. A range of partners will also contribute to its success.

In the plan we set out:

- Which part of the council (or the City Office for One City Plan activities) and Cabinet member is responsible for each action.
- Links to the strategies or policies mentioned.
- A glossary of useful terms – these are indicated with an* throughout the document.
- How we are monitoring progress and making a difference.

Part of our role is to meet statutory and regulatory obligations and any other requirements of national legislation or policy. Examples include highways maintenance, waste collection or providing sufficient school places. To keep this plan brief, our actions only refer to these where they are relevant to a key commitment. However, we will always comply with our legally required obligations as well.

Supporting all of our work is the need to innovate and deliver our priorities to the highest standards. Further information on how we achieve this is detailed in a section at the end of this plan called Corporate Services, Statutory Requirements and Organisational Support.

Specific definitions and technical points are explained in a glossary at the end. If you are viewing this document online, some of these can also be clicked for a fuller explanation.

Theme 1:

Empowering and Caring:

Work with partners to empower communities and individuals, increase independence and support those who need it. Give children the best possible start in life.



This theme focuses on providing targeted care, support and protection to our most vulnerable citizens. It also emphasises empowering and enabling people to be independent and self-sufficient wherever possible. It covers areas of our work such as Children's Services, tackling homelessness, Adult Social Care, Public Health and Community Development.

What are our aims for the city, relating to this theme?

Working with our city partners wherever possible, we are:

- Making sure that every child gets the best possible start in life
- Minimising rough sleeping and homelessness in Bristol and enabling citizens in need of housing to access affordable, needs-based accommodation
- Making sure that vulnerable people in the city continue to be protected and cared for
- Working with citizens and partner agencies to enable people to be involved in and help develop community activity.

There are a number of challenges related to this. These include:

- Population growth which leads to an increased demand for the services we provide
- Supporting people to be involved in their communities requires input and resources that are limited
- Changes in the law that could impose new or additional responsibilities or pressures on services (for example, Welfare Reform; The Care Act)
- Working with a wide range of partners and organisations, both inside and outside Bristol's boundaries (e.g. in Health and Social Care) which takes time and effort on all sides to succeed
- Inequalities that exist across the city and impact on the health, education and quality of life for many people, which takes time to tackle.

Below is a one-year plan, which sets out the key actions relating to this theme in 2019/20 and how we will measure overall outcomes.

Empowering and Caring in 2019/20

Key Commitment 1:

Give our children the best start in life by protecting and developing children's centre services, being great corporate parents and protecting children from exploitation or harm

Actions:

1 OCP	Work with partners towards the One City Plan goal of identifying those most at risk of being drawn into street violence and conflict and offer safe routes out of anti-social/criminal behaviour.
	Lead department: City Office; People Directorate Cabinet Member: Mayor; Deputy Mayor; Children and Young People
2 →	Offer a range of community-based services to families from our children's centres. Examples include early education and childcare, parenting support (in and out of the home), health visitors and support for children with additional or Special Educational Needs and Disabilities (SEND). Improve outcomes for young children and their families, particularly for those in greatest need of support.
	Lead department: Children and Families Services Cabinet Member: Children and Young People
3 N+	<p>Make sure that recommendations from the Ofsted Inspection of Local Authority Children's Services (ILACS) of September 2018 are implemented. Deliver better outcomes for children and families, by improving:</p> <ul style="list-style-type: none"> • The quality of strategy discussions, reviews and 'child in need'* meetings, including records of decision-making • The quality of analysis in assessments and plans so that they are explicit about desired outcomes and timescales for completion • The quality of case recording, including the recording of decisions by management • The effectiveness of arrangements to ensure a sufficiency of placements • The educational progress and achievement of children in care • The take-up of 'return home' interviews* for children who go missing from home
	Lead department: Children and Families Services Cabinet Member: Children and Young People
4 N+	Review our foster care allowance and support arrangements to recruit and keep more foster carers.
	Lead department: Children and Families Services Cabinet Member: Children and Young People

5 N+	<p>We will deliver the priorities set out in the Early Help Strategy*, including:</p> <ul style="list-style-type: none"> • A citywide focus on early help to reduce adverse childhood experiences* (ACEs) • Publishing an online early help offer that brings city partners together with a common vision and strategy for delivery • Better integrated services so that early help offered to families is seamless
	<p>Lead department: Children and Families Services Cabinet Member: Children and Young People</p>
6 →	<p>Deliver the priorities set out in the Corporate Parenting Strategy* and the Pledge to Children in Care and Care Leavers. Make sure that children in, and leaving, our care are safe, healthy and achieving their goals, and that every child in our care understands his or her life story. Launch and deliver Bristol's care leaver offer*, and make sure that every care leaver is well prepared for adult life.</p>
	<p>Lead department: Children and Families Services Cabinet Member: Children and Young People</p>
7 →	<p>Achieve high quality practice in children's social care by delivering the 2019/20 target set out in the Strengthening Families Programme*, that makes it easier for agencies to work together to safeguard children.</p>
	<p>Lead department: Children and Families Services Cabinet Member: Children and Young People</p>
8 →	<p>Continue our work on the Think Family programme (which provides joined-up support services to families who struggle with multiple issues such as debt, homelessness, mental health issues and domestic abuse) to develop data and the sharing of information. This means families get help before reaching a point of crisis.</p>
	<p>Lead department: Children and Families Services Cabinet Member: Children and Young People</p>
9 N+	<p>Review commissioning arrangements for sexual and domestic violence by September 2019.</p>
	<p>Lead department: Public Health Cabinet Member: Communities, Events and Equalities</p>
10 →	<p>Improve outcomes relating to health, education and social care for children with SEND. Continue to work with city partners to improve outcomes for children in care and from Black and Minority Ethnic (BAME) communities. Actively monitor all children in care who are missing education, on a three-weekly basis. Develop young people's skills so that they can find suitable housing and live independently.</p>
	<p>Lead department: Educational Improvement Cabinet Member: Education and Skills</p>
	<p>Lead department: Children and Families Services Cabinet Member: Children and Young People</p>
11 N+	<p>Develop and implement a post-16 strategic framework and action plan for children at risk, to improve the lives of post-16 priority groups, including children in care, children leaving care, children on the edge of care* and children with SEND.</p>
	<p>Lead department: Educational Improvement Cabinet Member: Education and Skills</p>
12 N+	<p>Improve educational outcomes for children in care through our action plans, overseen by HOPE (Helping Our Pupils Excel) governors and the Corporate Parenting Panel lead. HOPE is Bristol City Council's virtual school for children in care and exists to improve their education.</p>
	<p>Lead department: Educational Improvement Cabinet Member: Education and Skills / Children and Young People</p>

How will we measure success for this key commitment?

- Reduce the number of adolescents (aged 13–17) who need to enter care due to abuse or exploitation
- Increase the take-up of free early education entitlement by eligible 2-year-olds
- Increase the percentage of children referred who are seen promptly: children in need within five days; child protection cases within 24 hours
- Increase the percentage of Family Outcome Plans where agreed outcomes were achieved

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Key Commitment 2:

Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'

Actions:

1 OCP	<p>Work with partners towards the One City Plan goal of developing a citywide Housing First programme, to help homeless people with complex needs and mental health issues access support services and safe, sustainable places to live.</p> <p>Lead department: City Office with Housing and Landlord Services Cabinet Member: Mayor; Housing</p>
2 →	<p>Complete draft Homelessness Strategy by spring 2019. This includes initiatives to help people who have slept rough for a long time as well as early intervention and prevention methods for households at risk of homelessness. Contingency plans will manage any increase in homelessness and demand for temporary accommodation as a result of Brexit.</p> <p>Lead department: Housing and Landlord Services Cabinet Member: Housing</p>
3 →	<p>Include activities from the 'no first night out'* approach (to address rough sleeping) within the Somewhere Safe to Stay hub*, starting in March 2019.</p> <p>Lead department: Housing and Landlord Services Cabinet Member: Housing</p>
4 N+	<p>Help prevent homelessness by:</p> <ul style="list-style-type: none"> • Delivering early intervention programmes • Reviewing and coordinating rough sleeping partnerships • Purchasing 30 homes to be used as temporary accommodation • Improving access to the private rented sector • Ensuring that housing benefit payments are correct and on time. <p>Lead department: Housing and Landlord Services Cabinet Member: Housing</p>
5 N+	<p>Make sure that homeless citizens who go to the Citizen Service Point are seen as quickly as possible and have access to the right support.</p> <p>Lead department: Commercialisation and Citizens Cabinet Member: Finance, Governance and Performance</p>

6 →	Continue the Preventing Homelessness Trailblazer 2017–2019 to help stop vulnerable tenants from losing their homes.
	Lead department: Housing and Landlord Services Cabinet Member: Housing
7 N+	Commission education and care placements with local area partners, to make sure that young people with SEND, and young people aged 18–25 with Education, Health and Care plans (EHCPs), develop skills to live independently and do not become at risk of homelessness.
	Lead department: Educational Improvement; Children and Families Services Cabinet Member: Education and Skills

How will we measure success for this key commitment?

- Reduce the number of people sleeping rough on a single night in Bristol (annual and quarterly count)
- Reduce the number of households who are in temporary accommodation for more than six months
- Reduce the number of households in temporary accommodation
- Increase the number of households where homelessness is prevented

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: **www.bristol.gov.uk/policies-plans-strategies/corporate-strategy**

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Key Commitment 3:

Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention

Actions:

<p>1 →</p>	<p>Continue to support the Better Lives Programme* (that makes sure people live as independently as possible, remain living at home and play a valuable role within their communities) by providing:</p> <ul style="list-style-type: none"> • Advice and information • Equipment and adaptations • Technology (such as digital apps and gadgets) • Direct payments of money so that people can buy their own support • Increased capacity and access to Extra Care Housing* and Supported Living* • Quality services that help people to live their lives in a safe way. <p>Continue to provide critical social work support and safeguarding for adults in hospital and in the community.</p>
	<p>Lead department: Adult Social Care Cabinet Member: Adult Social Care</p>
<p>2 N+</p>	<p>Offer an improved model of home care and reablement* services that mean people can return home from hospital as quickly and safely as possible.</p>
	<p>Lead department: Adult Social Care Cabinet Member: Adult Social Care</p>
<p>3 N+</p>	<p>Encourage people into the caring professions through our Proud to Care campaign.</p>
	<p>Lead department: Adult Social Care Cabinet Member: Adult Social Care</p>
<p>4 N+</p>	<p>Deliver and establish a Home First service, to make sure that people being discharged from hospital with social care needs are able to return home wherever possible, and that assessments do not take place in hospital.</p>
	<p>Lead department: Adult Social Care Cabinet Member: Adult Social Care</p>
<p>5 N+</p>	<p>Make sure our recruitment strategies align with business priorities. Start a programme of regular communication with our EU workforce to make sure they are aware of their rights and understand how to access help and guidance after Brexit.</p>
	<p>Lead department: Workforce and Change Cabinet Member: Finance, Governance and Performance</p>
<p>6 N+</p>	<p>Work closely with the Safeguarding in Education Team and other partners to promote effective safeguarding, through school improvement and by monitoring Ofsted complaints. Make sure that SEND and Inclusion Services work closely with education settings and local area partners to promote specialist services that safeguard children and young people with SEND.</p>
	<p>Lead department: Educational Improvement Cabinet Member: Education and Skills</p>

How will we measure success for this key commitment?

- Increase the number of disabled people who can live more independently through home adaptations
- Reduce permanent admissions to residential and nursing care for people aged 65+
- Increase the percentage of adult social care service users who feel that they have control over their daily life
- Increase the percentage of older people living at home 91 days after discharge from hospital into reablement or rehabilitation
- Increase the percentage of people contacting Adult Social Care who then receive 'Tiers 1 and 2' services

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Key Commitment 4:

Prioritise community development and enable people to support their community

Actions:

1 N ⁺	Work collaboratively and in partnership with communities to build homes that meet local housing need. Subject to Cabinet approval, council land will be made available for this in Lawrence Weston, Southmead, Filwood and Lockleaze.
	Lead department: Development of Place Cabinet Member: Housing
2 N ⁺	Increase the involvement of council tenants in services affecting them, by setting up a Housing Management Board.
	Lead department: Housing and Landlord Services Cabinet Member: Housing
3 →	Complete the One Public Estate* programme of Community Hub projects. These new facilities will provide focal points for local communities, generating higher levels of participation and reducing social isolation.
	Lead department: Economy of Place Cabinet Member: Housing
4 →	Provide support for communities interested in managing and investing in green spaces through our soon to be established Parks Foundation. Recruit a new volunteer co-ordinator to build volunteering capacity in parks in the city over the next two years.
	Lead department: Commercialisation and Citizens Cabinet Member: Waste, Commercialisation and Regulatory Services
5 N ⁺	Work with citizens and communities across the city to enable social action. This will include establishing learning, innovation and conversation spaces and networks that encourage participation in the economic, social and democratic life of the city from people of all backgrounds. Deliver a campaign or festival to promote social action and participation in community life.
	Lead department: Management of Place; Economy of Place Cabinet Member: Communities, Events and Equalities

6 Deliver and evaluate the effectiveness of the ‘street intervention’* initiative. Have a project team in place by June 2019 and evaluation complete by January 2020.

N+

Lead department: **Public Health**

Cabinet Member: **Communities, Events and Equalities**

How will we measure success for this key commitment?

- Increase the percentage of people who volunteer or help out in their community at least three times a year (measured by Bristol’s annual Quality of Life [QoL] survey)
- Reduce the percentage of people who feel they do not have enough information to get involved in their community (QoL survey)

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Developing and maintaining the council and city’s infrastructure under this theme will include:



1. Providing enough suitable school/education places to meet growing demand. This will involve building new schools and providing new spaces in existing facilities
2. New homes investment for care services linking to the Strengthening Families and Better Lives* programmes.
3. Providing support and adaptations for disabled people living in private homes, so that they can live independently.
4. Investing in property to provide more community spaces, and develop the Lawrence Weston community centre.

Theme 2:

Fair and Inclusive

Improve economic and social equality, pursuing economic growth which includes everyone and making sure people have access to good quality learning, decent jobs and homes they can afford.



This theme focuses on tackling inequality, a significant issue in Bristol that is addressed throughout our Corporate Strategy. It includes providing more affordable housing, supporting economic growth that benefits everyone, improving educational outcomes for all children, and dealing with any unwelcome consequences of gentrification*.

What are our aims for the city, relating to this theme?

- Building 2000 new homes – 800 affordable – every year until 2020.
- Improving attainment in education, making sure all children from all backgrounds are supported to reach their potential and making sure there are enough school places
- Developing a diverse and inclusive local economy
- Building communities where everyone feels welcome and tackling any negative effects of gentrification.

There are a number of challenges to making this happen. These include:

- Population growth which leads to an increased demand for the services we provide
- Changes in the law, such as welfare reform, that will impact on the incomes of some residents and what they can afford to spend on housing
- Issues such as gentrification that are linked to a housing market where demand far outstrips supply. The less welcome consequences of this include rises in local house prices and in private sector rents. Addressing these issues will require input from a range of landlord, agent, advice and tenant organisations to make sure that accommodation for private tenants is safe, well-maintained and affordable
- Practical challenges that impact on providing more housing. These include the lack of large, suitable sites for housing; reduced revenue for registered providers of social housing; and credit restrictions that make it more difficult for people to get mortgages
- Having the capability and control to affect and improve economic growth
- Uncertainty around Brexit that has implications for future investment in the city
- The need for partner organisations to support some of the commitments that we cannot deliver alone
- Inequalities that exist across the city and impact on the health, education and quality of life for many people, and that take time to change.

Fair and Inclusive 2019/20

Key Commitment 1:

Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.

Actions:

<p>1 →</p>	<p>Deliver the West of England Joint Spatial Plan (JSP) and Bristol Local Plan (BLP), identifying land and developing supporting infrastructure to meet housing need. This will help us achieve our target of 2,000 new homes each year, 800 of which are affordable, in 2019 and 2020.</p>
	<p>Lead department: Development of Place Cabinet Member: Strategic Planning and City Design</p>
<p>2 N+</p>	<p>Deliver the Temple Quarter Masterplan, determine the scope for Temple Quarter to deliver additional new homes and support investment in the wider Temple Quarter and railway station area. Take forward plans for mixed use development (including homes) of the Redcliffe Way site, Western Harbour and Temple Island.</p>
	<p>Lead department: Economy of Place Cabinet Member: Strategic Planning and City Design</p>
<p>3 N+</p>	<p>Map and monitor all public and private housing building sites within the city. Complete feasibility studies* on future development sites to establish a viable development pipeline to 2020, identifying council sites that can be brought forward for residential-led development. Work with Homes England, housing associations, community-led housing groups, private developers and landowners to deliver works. Explore innovative solutions and consider alternative provision, such as modular housing.</p>
	<p>Lead department: Development of Place Cabinet Member: Housing</p>

How will we measure success for this key commitment?

- Increase the number of private sector dwellings returned into occupation
- Increase the number of affordable homes provided in Bristol
- Increase the number of new homes provided in Bristol

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Key Commitment 2:

Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and a transparent admissions process.

Actions:

1 N+	Adopt a new Attendance Strategy, working with partners towards the One City Plan goal of a 96% attendance rate for Bristol schools and to reduce the number of children being excluded.
	Lead department: Educational Improvement Cabinet Member: Education and Skills
2	Continue to work with schools to ensure admissions policies are compliant, clear and transparent.
→	Lead department: Educational Improvement Cabinet Member: Mayor and Education and Skills
3 OCP	Work with partners towards the One City Plan goal to have a network of 40 Learning Ambassadors to promote the Learning City vision and support people with few or no qualifications to engage in learning opportunities.
	Lead department: City Office; Education and Skills Cabinet Member: Education and Skills
4 N+	Strengthen multi-agency working between the Early Years sector and partners, through leadership of the Early Years Partnership, Early Years Network and recruitment of Specialist Leaders of Education (SLEs). SLEs are experienced leaders and practitioners who have expertise in improving the quality of provision and standards in their areas of specialism.
	Lead department: Educational Improvement Cabinet Member: Education and Skills
5 N+	Make sure that education settings implement Special Educational Needs and Disability (SEND) and Health and Social Care provision, so that children and young people receive the right level of support to achieve their potential. SEND and Inclusion services work with local area partners to reduce and prevent exclusions and disability discrimination for children and young people with SEND, who also have Education, Health and Care Plans.
	Lead department: Educational Improvement Cabinet Member: Education and Skills
6 N+	Champion educational excellence and challenge under-performance in specialist education provision by meeting or exceeding our minimum statutory obligations. Develop a local School Improvement Offer* and use data to identify strengths and tackle areas of under-performance.
	Lead department: Educational Improvement Cabinet Member: Education and Skills
7 N+	Increase the percentage of children – particularly those facing the greatest challenges – achieving a good level of development by the end of the Early Years Foundation Stage, through a focus on language.
	Lead department: Educational Improvement Cabinet Member: Education and Skills

8	Work with partners towards the One City Plan goal of developing and testing an affordable childcare and nurseries scheme, in three different neighbourhoods.
OCP	Lead department: City Office with Children and Families Cabinet Member: Mayor; Children and Young People
9	Make sure that children in care have good quality education, with their needs met in a timely way. As corporate parents we strive to make the right decisions about the education of our children.
→	Lead department: Educational Improvement Cabinet Member: Education and Skills
10	Continue to deliver our education capital programmes, including: <ul style="list-style-type: none"> • The new free school programme • The secondary expansion programme • The early years programme • The SEND programme.
→	Lead department: Economy of Place Cabinet Member: Children and Young People

How will we measure success for this key commitment?

- Increase the percentage of Final Education Health Care Plans issued within 20 weeks, including exception cases
- Key Stage 2: Increase the percentage of pupils achieving the expected standard in reading, writing and maths combined
- Key Stage 2: Increase the percentage of disadvantaged pupils achieving the expected standard in reading, writing and maths combined
- Key Stage 4: Improve the average 'Attainment 8'* score per pupil
- Key Stage 4: Reduce the 'Attainment 8' points gap between disadvantaged and non-disadvantaged pupils
- Improve pupil attendance in Bristol schools

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Key Commitment 3:

Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.

Actions:

1	Continue to deliver high quality transport infrastructure and services that connect people with employment locations, including through increased access to sustainable transport options. This will reduce journey times, improve reliability and help connect people to jobs. Offer the Wheels to Work* programme to jobseekers.
→	Lead department: Economy of Place Cabinet Member: Mayor; Transport and Energy

2 OCP	<p>Work with partners towards the One City Plan goal of increasing business uptake of employer training programmes and Union Learn, the Trades Union Congress' learning and skills programme.</p> <p>Lead department: City Office; Economy of Place; Education and Skills Cabinet Member: Mayor and Education and Skills</p>
3 N+	<p>Working with the West of England Combined Authority (WECA), Invest in Bristol and Bath, and local networks to attract business investment that contributes to inclusive economic growth.</p> <p>Lead department: Economy of Place Cabinet Member: Mayor</p>
4 N+	<p>Encourage and support the formation of new enterprises, growing businesses and the sustainability of town centres across Bristol.</p> <p>Lead department: Economy of Place Cabinet Member: Mayor</p>
5 N+	<p>Support the successful implementation of the Avonmouth and Severnside Enterprise Area Programme and the Port Communities Resilience Fund, contributing to the sustainable regeneration of key industrial sites in Bristol.</p> <p>Lead department: Economy of Place Cabinet Member: Mayor</p>
6 N+	<p>Align activity between the Economic Development and Education and Skills services , so employment opportunities are linked to skills provision.</p> <p>Lead department: Economy of Place; Education and Skills Cabinet Member: Mayor; Education and Skills</p>
7 OCP	<p>Work with partners towards the One City Plan goal of extending the citywide WORKS programme, that connects employers and schools, with a focus on young women, care leavers and those with disabilities, at risk of not being in education, employment or training.</p> <p>Lead department: Educational Improvement Cabinet Member: Education and Skills</p>
8 N+	<p>Lead the development of a Post-16 Strategy and Action Plan (14–25 year olds for SEND) through the Learning City Partnership.</p> <p>Lead department: Educational Improvement Cabinet Member: Education and Skills</p>
9 N+	<p>Finalise and implement the Apprenticeship Strategy and Delivery Plan, to achieve Bristol's public sector apprenticeship target and make the council's workforce more diverse.</p> <p>Lead department: Educational Improvement Cabinet Member: Education and Skills</p>
10 N+	<p>Deliver the '5 Cities' Apprenticeship Diversity Hub Project and Action Plan in order to increase the recruitment of apprenticeships in Bristol from priority communities.</p> <p>Lead department: Educational Improvement Cabinet Member: Education and Skills</p>
11 N+	<p>Work with equalities partners such as Stand Against Racism and Inequality (SARI) and the Special Heads Partnership to raise outcomes for black, Asian and minority ethnic (BAME) pupils.</p> <p>Lead department: Educational Improvement Cabinet Member: Education and Skills</p>

How will we measure success for this Key Commitment?

- Improve the percentage of 17–21 year-old care leavers in Education, Employment or Training
- Increase the number of experiences of work opportunities for priority groups
- Increase the total number of apprentices employed by Bristol City Council
- Increase the percentage of BCC apprentices starting apprenticeship training from priority groups
- Reduce the percentage of young people aged 16 and 17 who are not in education, employment or training (NEETs), or are destination unknown
- Improve the overall employment rate of our working age population

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Key Commitment 4:

Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.

Actions:

1	Through the Bristol Impact and City Fund, invest in the voluntary and community sector to deliver life-improving projects to help the city's most disadvantaged people.
→	Lead department: Management of Place Cabinet Member: Communities, Events and Equalities
2	Work with the University of Bristol on a research project exploring the barriers and solutions to greater social, spatial, economic, and democratic integration.
N+	Lead department: Management of Place Cabinet Member: Communities, Events and Equalities
3	Review of our Allocation Policy and lettings process to make sure they support the creation of sustainable and mixed communities.
N+	Lead department: Housing and Landlord Services Cabinet Member: Housing
4	Make sure new developments offer transport options that minimise social exclusion.
N+	Lead department: Development of Place; Economy of Place Cabinet Member: Strategic Planning and City Design
5	Further develop the Translation and Interpreting Service so that the council and other organisations can interact with all citizens.
N+	Lead department: Commercialisation and Citizens Services Cabinet Member: Commercialisation

How will we measure success for this key commitment?

- Increase the percentage of people who feel they belong to their neighbourhood (QoL survey)
- Reduce the percentage of people who have noted 'mainly negative effects' from gentrification in their area (QoL survey)

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Developing and maintaining the council and city's infrastructure under this theme will include:



1. Accelerating the delivery of new homes, in particular affordable homes, through enabling, grant funding and land release as part of the Housing Delivery Programme and the new Housing Company.
2. Investing to regenerate the Temple Quarter including enabling and redevelopment works at Cattle Market Road, and strategic property development at Engine Shed 2, Temple Square and Station Approach.
3. Regeneration projects within the Avonmouth and Lawrence Weston ward, focussing on Jobs and Enterprise, Thriving High Streets and Social Impact.
4. Investment in modernising Bristol's libraries, as part of the Libraries for the Future project.

Theme 3:

Well Connected

Take bold and innovative steps to make Bristol a city which is better connected, linking up people with jobs and with each other.

This theme focuses on transport and transport-related issues, as well as other forms of connectivity, addressing issues such as social isolation, unemployment and lack of access to the internet. It also looks at how to engage more people in civic life, by providing information that will help them make decisions, and by helping people to make their voices heard about matters that concern them.

What are our key aims for the city, relating to this theme?

- Giving people a range of transport options that connect them to jobs and related opportunities such as education, training and cultural activities
- Making progress towards being the best possible digitally connected city
- Making progress towards tackling our air quality challenges by providing sustainable and clean transport options
- Reducing social and economic isolation
- Helping people develop a sense of belonging to their city and see that we are responding to their needs

There are a number of challenges to making this happen. These include:

- Population growth which leads to an increased demand for the services we provide and has impacts on the city's capacity. For example, car ownership in the city rose by an additional 25,000 cars between 2001 and 2011
- The geography of Bristol (hills, river crossings and rail lines, an historic road layout) presents challenges when seeking to improve easy travel across the city. A hilly city can also present issues when trying to promote alternative modes of travel, such as cycling, or when considering issues such as becoming an 'age-friendly city' (to reduce social isolation, for example)
- Attracting funding that we need for further investment in our transport infrastructure and which cannot be guaranteed
- Issues, such as digital exclusion, that can be made harder to address because of the impact of budget cuts elsewhere, such as a reduction in the number of community buildings/facilities
- Having suitable capability and control to improve transport connections at a city-wide and regional level
- Inequalities that exist across the city and impact on transport options for many people, and which can contribute to issues such as social isolation and digital and economic exclusion.

Well Connected 2019/20

Key Commitment 1:

Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system*

Actions:

<p>1 →</p>	<p>Through the Joint Local Transport Plan, secure high quality transport infrastructure for the future, increasing access to sustainable transport options that connect people to jobs.</p> <p>Lead department: Economy of Place Cabinet Member: Mayor</p>
<p>2 →</p>	<p>Continue feasibility work for a mass transit system for the city region. This will lead to a preferred option that will inform next steps.</p> <p>Lead department: Economy of Place Cabinet Member: Mayor</p>
<p>3 →</p>	<p>Develop the Bristol Operations Centre*, to further improve management of the highways network and to minimise congestion, through effective use of traffic control systems and enforcement.</p> <p>Lead department: Management of Place Cabinet Member: Finance, Governance and Performance</p>
<p>4 N+</p>	<p>Support bus services in areas of the city where routes are not provided commercially, deliver the bus shelter replacement programme and work with First Bus on the Punctuality Improvement Programme.</p> <p>Lead department: Management of Place Cabinet Member: Mayor</p>

How will we measure success for this Key Commitment?

- Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL survey)
- Improve journey time reliability during the morning peak travel period
- Increase the number of single journeys on Park & Ride into Bristol
- Increase the number of passenger journeys on buses in Bristol
- Increase the number of people travelling actively to work by walking and cycling

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Key Commitment 2:

Make progress towards being the UK's best digitally connected city

Actions:

1 →	Secure funding for the Smart City Strategy, including a focus on digital connectivity to deliver and facilitate better connectivity for all. Extend the fibre network and increase access to superfast and ultrafast broadband across the city.
	Lead department: Management of Place Cabinet Member: Finance, Governance and Performance
2 →	Include more people in digital connectivity opportunities, by providing, for example, community learning digital skills courses and online resources about education, training and employment services.
	Lead department: Educational Improvement Cabinet Member: Education and Skills; Finance, Governance and Performance
3 OCP	Work with partners towards the One City Plan goal of extending the Bristol is Open network into Knowle West Media Centre and Filwood Green Business Park, to create a Smart City Testbed that will expand work on digital applications and support employment in south Bristol.
	Lead department: Management of Place Cabinet Member: Mayor; Finance, Governance and Performance
4 OCP	Work with partners towards the One City Plan goal of delivering a scheme to improve broadband access within social housing. Longer term, everyone living in social housing will have access to affordable and ultrafast broadband.
	Lead department: City Office; Housing and Landlord Services; Digital Transformation Cabinet Member: Mayor; Housing

How will we measure success for this Key Commitment?

- Increase the percentage of people living in deprived areas who have access to the internet at home, via home broadband, mobile phone or mobile broadband
- Improve the percentage of premises that have access to Ultrafast Broadband
- Increase the number of people able to access care and support through the use of assistive technology*
- Increase digital skills development and online learning by people aged 19+, who have few or no qualifications

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Key Commitment 3:

Reduce social and economic isolation and help connect people to jobs and people to opportunity

Actions:

<p>1 →</p>	<p>Develop and deliver comprehensive sustainable transport options across the city and region. Promote access to cycling through Wheels to Work* and the Family Cycling Centre and deliver sustainable infrastructure including new Bus Priority measures on the A4 and A37 as well as easing 'pinch points' on the bus network.</p>
	<p>Lead department: Economy of Place; Management of Place Cabinet Member: Mayor</p>
<p>2 N+</p>	<p>Launch a new, collaborative Bristol Works for Everyone employment pathway for people with a learning disability, that starts in schools at age 14 and ends at retirement. This will create a Bristol framework and action plan to support disabled people into work.</p>
	<p>Lead department: Educational Improvement Cabinet Member: Education and Skills</p>
<p>3 OCP</p>	<p>Work with partners towards the One City Plan goal of establishing an 'older people into work' programme, to support people aged 65+ into work, social action and volunteering, tackling social isolation and age-related poverty.</p>
	<p>Lead department: City Office; Education and Skills Cabinet Member: Mayor; Education and Skills</p>
<p>4 N+</p>	<p>Develop the Bristol Social Value Toolkit* to better target activity and measure the impact of social value.</p>
	<p>Lead department: Management of Place Cabinet Member: Finance, Governance and Performance</p>
<p>5 N+</p>	<p>Build on the success of Future Bright, so that working-age residents are connected to new and better job opportunities and employment support services. Deliver an innovative Pop-Up Business School, to support people into self-employment.</p>
	<p>Lead department: Educational Improvement Cabinet Member: Education and Skills</p>
<p>6 N+</p>	<p>Commission the provision of short breaks that encourage parent/carer networking and reduce social exclusion for children and young people with complex needs.</p>
	<p>Lead department: Educational Improvement Cabinet Member: Education and Skills</p>
<p>7 N+</p>	<p>Work with local partners on a Bristol Adult Skills Plan, in order to improve the local adult skills offer.</p>
	<p>Lead department: Educational Improvement; Economy of Place Cabinet Member: Education and Skills; Mayor</p>
<p>8 N+</p>	<p>Support the delivery of the Housing Festival by offering bespoke support to harness best practice and advanced technology that will test and showcase better homes and city community living from across Bristol.</p>
	<p>Lead department: Development of Place Cabinet Member: Housing</p>

How will we measure success for this key commitment?

- Increase the percentage of people who see their friends and family as much as they want to (QoL survey)
- Increase the percentage of adults with learning difficulties, known to social care, who are in paid employment
- Increase the number of adults in work on low pay and in receipt of means tested benefits, who access in-work support and go on to increase their household income

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Key Commitment 4:

Work with cultural partners to involve citizens in the ‘Bristol’ story, giving everyone in the city a stake in our long-term strategies and a sense of connection

Actions:

1 →	Update the Bristol City Brand Toolkit and narrative, working alongside cultural partners to understand local people’s views and make sure our strategies reflect and serve the whole city. Lead department: Policy, Strategy and Partnerships Cabinet Member: Mayor
2 →	Strengthen the city’s creative sector by developing a plan of action that uses assets such as the Film Office, Bottleyard Studios and our City of Film status to maximise the opportunities provided by the opening of the Channel 4 Creative Hub. Lead department: Economy of Place Cabinet Member: Mayor
3 →	Refresh our consultation and engagement strategy and toolkit, ensuring we carry out high-quality public engagement and consultation to understand the views and needs of citizens, making particularly sure that under-represented voices are heard. Lead department: Policy, Strategy and Partnerships Cabinet Member: Finance, Governance and Performance
4 N+	Implement long term strategies for the harbour and St Nicholas Market, working with key partners to make these council assets open to business and accessible to Bristol citizens. Lead department: Commercialisation and Citizens Services Cabinet Member: Finance, Governance and Performance

How will we measure success for this Key Commitment?

- Improve the percentage of people satisfied with the range and quality of outdoor events in Bristol (QoL survey)
- Increase the percentage of people who feel they can influence local decisions (QoL survey)

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Developing and maintaining the council and city's infrastructure under this theme will include:



1. Sustainable transport projects including the Cycle Ambition Fund, the Better Bus Area Fund, the Go Ultra Low City scheme and the Bus Shelter Replacement Scheme.
2. Strategic transport infrastructure improvements in the Temple Quarter to Redcliffe corridor.
3. Developing a new platform on the Severn Beach rail line between Shirehampton and Avonmouth.
4. Investing and maintaining highways infrastructure, including: the Redcliffe Bascule bridge and Plimsoll Bridge; major works to maintain and improve the Chocolate Path; enhancing the A4/A4174 and Scotland Lane Road, and investing in parking facilities across the city.
5. Improving digital networks and creating jobs through the Open Programmable City Region Project

Theme 4:

Wellbeing

Create healthier and more resilient communities where life expectancy is not determined by wealth or background.



This theme tackles the wellbeing of Bristol citizens. Wellbeing cuts across many areas of our work, all of which must consider their impact on the health of people living and working in Bristol. It includes tackling health inequalities and the harmful effects of poverty and low income; protecting the environment and air quality; and the provision of cultural and sporting services to enhance wellbeing.

What are our key aims for the city, relating to this theme?

- Including health in all our policies, in order to reduce inequalities that exist across the city and reduce the demand for acute services*
- Reducing our environmental impact by using clean energy, improving air quality and reducing waste and pollution
- Tackling food and fuel poverty
- Improving wellbeing by making sure that sporting and cultural activities are available to all

There are a number of challenges to making this happen. These include:

- Population growth which leads to an increased demand for the services we provide
- Inequalities in both physical and mental health that are deeply entrenched and have not shown any clear signs of reducing in the last 10 years
- Air pollution that adversely affects people's health and can contribute to premature death
- Climate change and the risk it poses for the future resilience of our city (for example in terms of increased flood risk)
- Uncertainty around Brexit and how potential changes to legislation will impact on services (such as EU targets around waste and recycling)
- Changes in the law, such as welfare reform, that will have widespread implications and are likely to impact on issues such as food and fuel poverty

Wellbeing 2019/20

Key Commitment 1:

Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services

Actions:

1 →	<p>Implement the Thrive Bristol mental health programme, a new whole-city approach to improve mental health and wellbeing for children and adults. As a signatory to the Time to Change* employer pledge, work with businesses, organisations and the Time to Change Bristol Hub, to end negative attitudes and behaviours towards mental health. Work towards the One City Plan goal of ten Bristol organisations signing the Time to Change pledge.</p>
	<p>Lead department: Public Health Cabinet Member: Communities, Events and Equalities</p>
2 →	<p>Through the Healthy Schools Programme*, facilitate a whole-school approach* to improve health and wellbeing for children and young people.</p>
	<p>Lead department: Public Health Cabinet Member: Communities, Events and Equalities</p>
3 OCP	<p>Work with partners towards the One City goal of ending period poverty for girls and women</p>
	<p>Lead department: City Office with Public Health Cabinet Member: Mayor; Children and Young People</p>
4 N+	<p>Implement the Suicide Prevention Action Plan*, through a whole-system approach and more integrated and joint working with partners.</p>
	<p>Lead department: Public Health Cabinet Member: Communities, Events and Equalities</p>
5 N+	<p>Implement the Alcohol Strategy. Work with stakeholders to map existing prevention and treatment services, by January 2020, to make sure provision is aligned to local need.</p>
	<p>Lead department: Public Health Cabinet Member: Communities, Events and Equalities</p>
6 N+	<p>Deliver a citywide estate improvement programme for council housing estates, focused on improving the quality of communal and public spaces.</p>
	<p>Lead department: Housing and Landlord Services Cabinet Member: Housing</p>
7 N+	<p>Design all transport projects using Healthy Street principles*. Make pedestrian routes more accessible and encourage greater use of active travel options, such as cycling and walking.</p>
	<p>Lead department: Economy of Place Cabinet Member: Transport and Energy</p>
8 N+	<p>Coordinate the Going for Gold bid, to win Gold in the Sustainable Food Cities awards, helping to create a city in which the food we eat is good for people, places and the planet.</p>
	<p>Lead department: Development of Place Cabinet Member: Communities, Events and Equalities</p>

How will we measure success for this Key Commitment?

- Reduce the percentage of people in Bristol who report their mental wellbeing as below the national average (QoL survey)
- Reduce the rate of alcohol-related hospital admissions per 100,000 people
- Increase the percentage of people living in the most deprived areas, who do enough regular exercise each week(QoL survey)
- Prevent an increase in the prevalence of child excess weight in 10–11 year-olds
- Improve our monthly Delayed Transfer of Care* figures (delayed days per 100,000 people)

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Key Commitment 2:

Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces

Actions:

1 →	Develop the Clean Air Plan to reduce particulate pollution and raise awareness. This will include proposals for meeting Nitrogen Dioxide targets.
	Lead department: Development of Place Cabinet Member: Mayor
2 →	Support the Clean Air Plan by increasing the number of new electric and hybrid vehicle registrations.
	Lead department: Commercialisation and Citizens Services Cabinet Member: Transport, Connectivity and Energy
3 OCP	Work with partners, including Bristol Energy, towards the One City Plan goal of establishing a long-term, flexible City Leap Energy Partnership to strategically develop, coordinate, deliver and facilitate low carbon, smart energy infrastructure that supports Bristol on its pathway to carbon neutrality.*
	Lead department: City Office; Management of Place (City Leap) Cabinet Member: Mayor and Transport and Energy
4 OCP	Work with partners towards the One City Plan goal of the city becoming carbon neutral, developing a 12-year strategy to accelerate delivery to 2030. Help develop and support the City Office governance structures to develop a new Climate Strategy for Bristol. This includes supporting the new Environment Board and a Climate Change Advisory Committee of experts.
	The Mayor will report to council on action he plans to take to help make Bristol a Carbon Neutral City.
	Lead department: City Office; Development of Place Cabinet Member: Mayor and Transport and Energy

5 N+	Run a refreshed Clean Streets campaign, working closely with the Bristol Waste Company, to tackle litter, fly-tipping and other forms of environmental crime through a mix of education, community engagement and stronger enforcement. This includes creating a plan for reducing single use plastics/polystyrene take-away containers in Bristol City Council premises and delivering a new recycling centre in Hartcliffe.
Lead department: Management of Place Cabinet Member: Waste, Commercialisation and Regulatory Services	
6 OCP	Expand the West of England's electric vehicle charging network, and increase the number of new electric vehicle registrations, working towards the One City Plan goal of establishing 35 new electric vehicle charging points in Bristol.
Lead department: City Office; Management of Place Cabinet Member: Mayor and Transport and Energy	
7 N+	Expand the Bristol Heat network*, increasing the number of new commercial and public sector buildings across central Bristol who are signing up to be supplied with low carbon heat.
Lead department: Management of Place Cabinet Member: Waste, Commercialisation and Regulatory Services	
8 →	Continue to make sure that parks are attractive, safe spaces to visit and are accessible to all Bristol citizens. We will revise the Parks and Green Space Strategy* to set a clearer direction for investment and funding, and to set priorities for improving the quality and facilitating community ownership of spaces. Deliver improvements including rebuilding paths, repairing walls, and renewing lighting and CCTV.
Lead department: Management of Place Cabinet Member: Communities, Events and Equalities	
9 →	Promote the work of the Schools Energy Efficiency Scheme* so that special schools' energy use is cleaner and more efficient.
Lead department: Development of Place Cabinet Member: Transport and Energy	
10 OCP	Work with partners towards the One City Plan goal of public sector organisations in Bristol committing to over 30% of their fleet using non-fossil fuel by 2026.
Lead department: City Office; Development of Place Cabinet Member: Mayor; Transport and Energy	

How will we measure success?

- Increase the percentage of residents visiting a park or open space at least once a week (QoL survey)
- Reduce the percentage of people who feel that street litter is a problem in their neighbourhood (QoL survey)
- Reduce the total CO₂ emissions in Bristol
- Reduce the proportion of deaths attributed to particulate air pollution*
- Increase the percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide
- Increase the percentage of household waste sent for reuse, recycling and composting
- Increase the number of new electric and hybrid vehicle registrations

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Key Commitment 3:

Tackle food and fuel poverty*

Actions:

- 1**
→ As part of the Feeding Bristol Network, make sure that ‘holiday hunger’* and other food poverty* issues are addressed, by:
- Running citywide programmes to educate people and improve people’s ability to access good nutritious food, such as Teaching a City to Cook* and Sugar Smart* Bristol
 - Expand the Bristol Eating Better Award* with a plan for everyone across the city to work to the same food and sustainability standards
 - Make sure that sustainability and health are at the centre of food procurement and policy across the council. Implementation of the Good Food Policy on Procurement will improve access to fresh foods.
 - Make decisions on one-off ‘emergency payment’ grants via the Local Crisis Fund* within 24 hours of applications being submitted.

Lead department: **Public Health**

Cabinet Member: **Communities, Events and Equalities**

- 2**
→ Through Warm Up Bristol (WUB), which aims to make the private housing stock in Bristol more energy efficient, reduce energy consumption in fuel poor* homes and work with Bristol Energy to offer the fuel poor a fair deal on their energy supply.

Lead department: **Management of Place**

Cabinet Member: **Housing**

- 3**
N+ Increase access to healthy and affordable food for children living in poverty, through a partnership between Children’s Centres and FareShare*. Through these partnerships, increase access to Breakfast Clubs and Holiday Play Schemes, address ‘holiday hunger’ and increase take up of Government-funded Healthy Start vouchers*.

Lead department: **Educational Improvement**

Cabinet Member: **Education and Skills**

How will we measure success for this Key Commitment?

- Reduce the percentage of the population living in fuel poverty
- Increase the percentage of Bristol schools that have breakfast clubs
- Reduce the percentage of people who experience (moderate or worse) food insecurity across Bristol (QoL survey)
- Increase the percentage of food outlets with a Bristol Eating Better Award in ten wards with high levels of deprivation and obesity

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Key Commitment 4:

Keep Bristol a leading cultural city; help make culture, sport and play accessible to all.

Actions:

1

N+

Deliver a world-class cultural offer*, including:

- A framework to enable successful contribution to the One City Plan by the cultural sector (including cultural leaders group)
- The delivery of a Big Culture Conversation*
- Pilot activities, such as Districts of Culture*
- Cultural Investment Board, with other key funders of culture (Arts Council England, Heritage Lottery Fund), to target investment into the city and identify external sources of funding.

Lead department: **Economy of Place**

Cabinet Member: **Culture**

2

→

Make sure that Bristol's world class museum and archival collections are accessible to all. Actions include:

- Creating outreach programmes to involve under-represented groups in museum activities.
- Further development of the museum Youth Panel
- Increasing diversity within the paid and voluntary workforce
- Providing a well-balanced programme that attracts a wide range of people, and increasing digital access to collections.

Lead department: **Economy of Place**

Cabinet Member: **Culture**

3

→

Make the most of cultural events programmes by developing a greater understanding of what communities (including our children and young people) want from their events, and ensure greater community involvement. This includes holding more events in public open spaces.

Lead department: **Economy of Place**

Cabinet Member: **Communities, Events and Equalities; Culture**

4

N+

Provide sport and physical activity programmes across the city, including:

- A major family-friendly cycling event on a traffic-free, city-centre circuit
- Two more BMX tracks in two of the most inactive areas of the city, and BMX clubs established to engage local youth in activity
- Support people to be more physically active in Bristol's three most inactive wards.

Lead department: **Public Health**

Cabinet Member: **Mayor**

5

→

Continue to provide a city-wide network of libraries (subject to any necessary Cabinet approval of proposed changes to delivery), and work with partners to offer activities based around reading, such as shared reading groups where vulnerable people are supported through reading aloud.

Lead department: **Economy of Place**

Cabinet Member: **Communities, Events and Equalities**

- 6** → Work with key partners such as Destination Bristol, the Police, Night Time Economy operators, street pastors and Bristol Waste to make Bristol a safe place to go at night. Undertake night-time audits and seek to secure Purple Flag status*, which recognises cities that meet or surpass the standards of excellence in managing the night-time economy.

Lead department: **Economy of Place**

Cabinet Member: **Culture**

How will we measure success for this key commitment?

- Increase the number of visitors to Bristol's Museums, Galleries and Archives
- Increase the percentage of people who take part in cultural activities at least once a month (QoL survey)
- Increase the percentage of people living in deprived areas who are satisfied with the range and quality of outdoor events on offer (QoL survey)
- Increase the number of tourists to the city
- Increase the number of attendances at BCC leisure centres and swimming pools
- Increase the percentage of adults living in deprived areas who play sport at least once a week (QoL survey)

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Developing and maintaining the council and city's infrastructure under this theme will include:



1. Investing in renewable energy and energy efficiency schemes including expanding the Bristol Heat Network, making schools more energy efficient.
2. Building a third Household Waste Recycling Centre at Hartcliffe Way Depot – subject to the development of a sustainable financial plan that would ensure the continued operation of the centre – and carrying out health and safety improvements to existing waste premises.
3. Investing in our parks and green spaces across the city.
4. Redeveloping Colston Hall.

Corporate Services, Statutory Requirements and Organisational Support

Underpinning all of our work is the need to make the best use of our resources to provide good quality services which deliver value for money and get things right first time. To do this we need processes which are efficient, joined up and meet the needs of our customers. This will enable us to innovate and deliver our commitments to the highest standards.

In doing this we have four major organisational priorities:

1. Redesign the council to work effectively as a smaller organisation.
2. Equip our colleagues to be as productive and efficient as possible.
3. Make sure we have an inclusive, high-performing, healthy and motivated workforce.
4. Be responsible financial managers and explore new commercial ideas.

Our core support services aim to provide the right infrastructure to help steer us towards achieving these goals, enable us to run effectively and meet our core, statutory and regulatory obligations. This section lists some of the main actions for 2019/20, relating to these services.

Organisational Priority 1:

Redesign the council to work effectively as a smaller organisation.

Actions:

- | | |
|----------------------------|---|
| 1
→ | Review and map our various partnerships to reflect the One City Plan, taking into account how we make joint decisions and work effectively on shared city priorities, projects and challenges. Update the council's Partnership Policy and toolkit. |
| | Lead area(s): Policy, Strategy and Partnerships; City Office
Cabinet Member: Finance, Governance and Performance |
| 2
N ⁺ | Provide public affairs and policy specialist guidance to all areas of the council; support policy positioning on key issues to get the best results for Bristol despite the council's reduced size and capacity. |
| | Lead area(s): Policy, Strategy and Partnerships
Cabinet Member: Finance, Governance and Performance |
| 3
N ⁺ | Implement the new, leaner Public Health Service model and commissioning intentions. Provide Public Health leadership to the One City Approach and City Office; continue the development of the Health and Wellbeing Board and implementation of the new approach to the Joint Strategic Needs Assessment. |
| | Lead area(s): Public Health
Cabinet Member: Communities, Events and Equalities |

4 N+	Work in partnership with Bristol Waste Company and regional partners to generate greater efficiencies in waste collection and disposal.
	Lead area(s): Management of Place Cabinet Member: Waste and Commercialisation
5 →	Build on the council's constitution as approved last year, and review as appropriate to ensure robust governance which reflects the needs of a leaner organisation.
	Lead area(s): Legal and Democratic Services Cabinet Member: Finance, Governance and Performance
6 N+	Redesign information, advice, training and guidance to prioritise giving legal advice to key services and better access to legal advice and support across the business.
	Lead area(s): Legal and Democratic Services Cabinet Member: Finance, Governance and Performance
7 N+	Further develop a single point of access customer portal, enabling schools to purchase a wider range of cost-effective council services.
	Lead area(s): Commercialisation and Citizens Cabinet Member: Finance, Governance and Performance
8 N+	Increase the number of schools purchasing Bristol City Council's services through Trading with Schools.
	Lead area(s): Commercialisation and Citizens Cabinet Member: Finance, Governance and Performance
9 N+	Deliver the Modern Workplace project, enabling the council to operate from fewer buildings and maximise office space through agile and flexible working methods.
	Lead area(s): Commercialisation and Citizens Cabinet Member: Finance, Governance and Performance
10 N+	Implement a commercialisation training and development programme across the council to build business capacity.
	Lead area(s): Commercialisation and Citizens Cabinet Member: Finance, Governance and Performance
11 →	Support residents through the transition to Universal Credit (run through the Department for Work and Pensions) while reducing the size of our team.
	Lead area(s): Finance Cabinet Member: Finance, Governance and Performance

How will we measure success for this Key Commitment?

- Maintain appropriate staff turnover
- Increase the satisfaction of citizens with our services (QoL survey)
- Increase the percentage of all Corporate Plan performance indicators on target
- Increase the percentage of all Corporate Plan performance indicators that are improving (over the last year)

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Organisational Priority 2:

Equip our colleagues to be as productive and efficient as possible

Actions:

- | | |
|----------------------------------|---|
| 1
N⁺ | <p>Given some of our outdated IT infrastructure and policies, undertake a Transformation Programme to restructure IT Services and bring in new technology to drive the council's Digital Transformation Strategy. This includes undertaking technology redesign and replacement to improve effectiveness, enhance cyber security, technology resilience and improve staff efficiencies through new software tools and hardware.</p> <p>Lead area(s): Digital Transformation
Cabinet Member: Finance, Governance and Performance</p> |
| 2
N⁺ | <p>Undertake a comprehensive review of our Management Information strategy, and the supporting technology, in relation to the use of electronic information. Provide access to up-to-date information across council service areas in a safe and compliant way which proactively assists to deliver well-targeted services.</p> <p>Lead area(s): Digital Transformation
Cabinet Member: Finance, Governance and Performance</p> |
| 3
N⁺ | <p>Launch a leadership development programme for leaders in the council's second and third tiers of management. Expand our pilot 'first steps to leadership' programme for aspiring leaders. Roll out phase two of Bristol Leads (a development programme for operational managers) and continue supporting colleagues with their learning from phase one.</p> <p>Lead area(s): Workforce and Change
Cabinet Member: Finance, Governance and Performance</p> |
| 4
N⁺ | <p>Implement a new HR and Payroll system and provide advice, training and guidance for how to use it effectively.</p> <p>Lead area(s): Workforce and Change
Cabinet Member: Finance, Governance and Performance</p> |
| 5
N⁺ | <p>Implement and embed an effective Information Governance Framework across the council.</p> <p>Lead area(s): Legal and Democratic Services
Cabinet Member: Finance, Governance and Performance</p> |
| 6
N⁺ | <p>Utilise Building Information Management (BIM) across Growth and Regeneration, which will enable us to improve project management control, reduce long term maintenance costs and increase staff productivity.</p> <p>Lead area(s): Development of Place
Cabinet Member: Planning</p> |
| 7
N⁺ | <p>Deliver improvements to the technology that underpins customer interactions with the council by implementing new Customer Relationship Management tools and improving citizens' ability to request and obtain services online 24 hours a day, seven days a week. Enable options for self-service in the future where appropriate and desirable. Provide a single point of contact for a greater range of citizen services.</p> <p>Lead area(s): Citizen Services
Cabinet Member: Finance, Governance and Performance</p> |

How will we measure success for this Key Commitment?

- Increase the percentage of colleagues reporting they have the equipment to do their work effectively (staff survey)
- Increase the percentage of Corporate FOI requests responded to within 20 working days
- Increase the percentage of stage one non-statutory complaints that we respond to within 15 days

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Organisational Priority 3:

Make sure we have an inclusive, high-performing, healthy and motivated workforce

Actions:

- 1**
N+ Take forward and deliver the year one objectives set out in our Organisational Improvement Plan. This sets out the corporate initiatives that will support colleagues to develop their skills and confidence and drive organisational performance whilst making sure our workplaces are healthy and inclusive.

Lead area(s): **Workforce and Change**
Cabinet Member: **Finance, Governance and Performance**

- 2**
N+ Take forward and deliver the year one objectives as set out in the new Equalities and Inclusion Strategy (2018–2023). This includes establishing a larger centralised Equalities and Inclusion team and a new Head of Equalities and Inclusion. Develop service-level action plans, introduce a new, accessible communications and website policy, and establish equality and inclusion champions across the council. Progress against the strategy will be reported annually, with its first report later in 2019.

Lead area(s): **Policy, Strategy and Partnerships**
Cabinet Member: **Communities**

- 3**
N+ Having facilitated the launch of a Bristol Equality Charter, actively contribute to a new, cross-sector equality network for charter signatories, and host an anniversary event in November 2019 to review progress and celebrate successes.

Lead area(s): **Policy, Strategy and Partnerships**
Cabinet Member: **Communities**

- 4**
→ Support the Stepping Up programme (now in its second year), designed to improve representation of BAME people, disabled people and women in senior leadership roles within Bristol and the wider region.

Lead area(s): **Workforce and Change**
Cabinet Member: **Communities**

- 5**
N+ Review and refresh the learning and development offer around equalities and inclusion and seek ways to improve its reach and effectiveness.

Lead area(s): **Workforce and Change; Policy, Strategy and Partnerships**
Cabinet Member: **Communities**

6 N+	Review the annual employee engagement survey to measure engagement and the impact of the actions taken as part of our Organisational Improvement Plan.
	Lead area(s): Workforce and Change Cabinet Member: Finance, Governance and Performance
7 →	Provide mental health training to colleagues, enabling them to spot early warning signs and know how to access support and advice they need.
	Lead area(s): Workforce and Change Cabinet Member: Communities
8 →	Provide a safe and secure environment for colleagues to work and operate in, and ensure the right facilities management resources are available, enabling staff to be efficient and effective at all times.
	Lead area(s): Commercialisation and Citizens Cabinet Member: Finance, Governance and Performance

How will we measure success for this Key Commitment?

- Increase the percentage of staff who are ‘clear about what the council is here to do and its priorities’ (staff survey)
- Reduce the average number of working days lost to sickness
- Reduce the gender pay gap
- Reduce the race pay gap
- Increase the percentage of employment offers made to people living in the 10% most deprived areas

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: www.bristol.gov.uk/policies-plans-strategies/corporate-strategy

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Organisational Priority 4:

Be responsible financial managers and explore new commercial ideas

Actions:

- | | |
|----------------|---|
| 1
→ | <p>Make sure that robust budget management arrangements are in place including monitoring and review by the Mayor and Cabinet and Overview and Scrutiny Management Board.</p> <p>Lead area(s): All
Cabinet Member: Finance, Governance and Performance</p> |
| 2
→ | <p>Deliver our Statement of Accounts, including the Annual Governance Statement and external audit review, to make sure the use of our resources is appropriate, efficient and effective.</p> <p>Lead area(s): Finance
Cabinet Member: Finance, Governance and Performance</p> |
| 3
→ | <p>Make sure social value* is considered in relation to all our commissioning and procurement activity and that at least 40% of our total procurement budget is spent on micro, small and medium-size businesses, social enterprises and voluntary/community organisations.</p> <p>Lead area(s): Finance
Cabinet Member: Finance, Governance and Performance</p> |
| 4
N+ | <p>Introduce a new Commercialisation Strategy 2019/22 with the aim of achieving efficiency savings and income growth, while ensuring the council meets its economic, social and environmental priorities.</p> <p>Lead area(s): Commercialisation and Citizens
Cabinet Member: Commercialisation</p> |
| 5
N+ | <p>Identify opportunities for external commercialisation and citizen's income generation through, for example: events space rental and management, expanding the existing telecare service, cash in transit, translating and interpretation services, and services at Exmouth Camp.</p> <p>Lead area(s): Commercialisation and Citizens
Cabinet Member: Commercialisation</p> |
| 6
N+ | <p>Review the School Appeals Service to ensure maximum income whilst maintaining market share, as well as identifying/training casual staff to deliver a quality service at peak times.</p> <p>Lead area(s): Legal and Democratic Services
Cabinet Member: Finance, Governance and Performance</p> |
| 7
N+ | <p>Review the opportunities for external income generation through clerking and providing webcasting services.</p> <p>Lead area(s): Legal and Democratic Services
Cabinet Member: Finance, Governance and Performance</p> |
| 8
N+ | <p>Develop a longer-term commercial strategy for legal services to increase the extent to which the service is self-financing.</p> <p>Lead area(s): Legal and Democratic Services
Cabinet Member: Finance, Governance and Performance</p> |
| 9
N+ | <p>Introduce more effective and ethically-led approaches to debt recovery.</p> <p>Lead area(s): Finance
Cabinet Member: Finance, Governance and Performance</p> |

How will we measure success?

- Projected forecast outturn as a percentage of approved budget
- Increase the percentage of invoices paid on time
- Increase the percentage of procurement spend with micro, small and medium size businesses and voluntary/community organisations
- Increase annual revenue generated from the council's investment estate
- Maintain the percentage of Council Tax collected
- Increase the percentage of non-domestic rates collected
- Increase income generation from Commercialisation opportunities

You will be able to see the detailed performance measures and targets, with quarterly performance reports, at: **www.bristol.gov.uk/policies-plans-strategies/corporate-strategy**

Targets for 2019/20 will be published in June 2019, after the 2018/19 year-end results have been published.

Glossary of useful terms

Words included in this glossary are shown with an asterisk (*) in the Business Plan

From Theme 1 – Empowering and Caring

Key Commitment 1

Child in Need Meeting – a family meeting, including the child (where age-appropriate), and professionals to meet together to share information, identify need, and agree the most effective inter-agency plan to meet those needs.

Return Home Interviews – offered to anyone under the age of 16 on their return after being reported missing. The aim is to give the person who has returned a chance to talk about why they ran away, what happened whilst they were away and how they are feeling now they are back.

Early Help Strategy – a multi-agency strategy under the Children and Families Partnership Board. It outlines our plan to deliver the help and support families need at the earliest opportunity to enable them to thrive.

Adverse Childhood Experiences – defined as stressful events occurring in childhood including:

- domestic violence
- parental abandonment through separation or divorce
- a parent with a mental health condition
- being the victim of abuse (physical, sexual and/or emotional)
- being the victim of neglect (physical and emotional)
- a member of the household being in prison
- growing up in a household in which there are adults experiencing alcohol and drug use problems.

Care Leaver Offer – a package of services and support available to care leavers in Bristol to help them prepare for independence and make sure they feel safe and supported.

Strengthening Families Programme – a system-wide programme of transformation which focuses on the root causes of demand and improves our partnership response to children and families in need. It will help us deliver our vision for children and families in Bristol to get the right response, the right assessment, the right help at the right time.

Children on the edge of care – young people for whom entry into care had been considered by the local authority, either on a voluntary basis or through legal proceedings, but who had not entered care.

Corporate parenting – this is the term used to describe our collective responsibility to make sure the best outcomes are achieved for the children in the care of Bristol City Council, and those young people who have left our care.

Key Commitment 2

Social impact bonds – formal contracts that bring investment from the private sector into social welfare programmes to help solve complex social issues. For example, an NHS Trust might fund an early intervention programme (eg to alleviate fuel poverty*) run by the voluntary and community sector by committing some of the future savings expected from reduced hospital admission costs as a result of this programme.

Outreach team – staff who work with people who are rough sleeping and try to help them find temporary and/or permanent accommodation.

Charity guardianship schemes – when live-in guardians, recruited by the charity sector, occupy, protect and manage empty properties.

‘No first night out’ model – this pilot project aims to prevent people from ever spending a night rough sleeping by offering intensive support and interventions to either keep them in their existing place or to identify other accommodation options.

Somewhere Safe to Stay Hubs – provide immediate shelter and rapid assessment for those sleeping rough or at risk of doing so, plus specialist support to address those with complex needs such as mental health problems and substance misuse.

Key Commitment 3

Better Lives – this programme of work brings together a range of existing and new projects to deliver the new vision for how Adult Social Care is delivered. People will get the right help at the right time to promote independence and to reduce the need for long-term support.

Reablement – a short and intensive service, usually delivered in the home, which is offered to people with disabilities and those who are frail or recovering from an illness or injury, but which supports independence.

Extra Care Housing – specialist housing designed for older people.

Supported Living – accommodation specially designed for older people who want to live independently.

Assistive technology – equipment or devices designed to improve a person’s capabilities and independence, often used by people with disabilities.

Tier 1 and 2 services – these are part of the “3-tier model for care and support” in Adult Social Care. Tier 1 services are available to everyone (help to help yourself) and Tier 2 services are short term and reablement services for those who need specific support (help when you need it). The 3rd tier includes long-term personalised support where this is required (help to live your life).

Key Commitment 4

One Public Estate – an established national programme delivered in partnership by the Office of Government Property (OGP) within the Cabinet Office and the Local Government Association (LGA). It provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners.

Street intervention – this service aims to reduce street-based antisocial behaviour and rough sleeping

in Bristol through targeted one-to-one advice, support and referral.

From infrastructure projects listed under this theme:

Supporting local community asset capacity building – activities that will improve local communities’ skills and capacity to manage and develop assets such as land, buildings, services and energy.

From Theme 2 – Fair and Inclusive

Gentrification – when wealthier people move into poorer parts of a city or community, and the nature of that community changes as a result. This can have positive effects, such as bringing services and shops back to a community or neighbourhood, but it can also have negative effects, such as increasing prices and rents in the area. It can make people who have lived in an area for a long time feel isolated from familiar services, cultures and friends.

Key Commitment 1

Housing Revenue Account – this records all expenditure and income relating to the accommodation and related services that we provide. The Local Government and Housing Act 1989 (section 74) requires us to complete this.

Feasibility study – this is an assessment of how practical and/or financially realistic a proposed plan is.

Key Commitment 2

Attainment 8 and Progress 8 became the lead Department for Education (DfE) measures of pupil performance in 2016, for pupils at the end of Key Stage 4 (age 16). Attainment 8 is a measure of overall GCSE performance across 8 subjects, including English and maths. DfE explanation is at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/583857/Progress_8_school_performance_measure_Jan_17.pdf

School Improvement Offer – this provides regular contact with Bristol-based School Improvement Officers, offering advice, support and challenge to school leaders and governors.

Key Commitment 3

Wheels to Work – this programme helps people overcome barriers to travelling to work, training and skills opportunities. The scheme can provide free bus tickets, discounted bikes and accompanied public transport training, among other things.

Key Commitment 4

Equalities Charter – the shared agreement that sets out how organisations across the city will help to build a fairer future for all Bristol's citizens.

From Theme 3 – Well Connected

Key Commitment 1

Bristol Operations Centre project – this brings some of Bristol's critical support services together within one building. These include the Emergency Control Centre, Traffic Control Centre and Community Safety (CCTV) Control Rooms.

Mass transit system – this is a high frequency system able to transport large numbers of people quickly around the city without being affected by unexpected delays caused by congestion.

Social value toolkit – this set of measures helps integrate economic, environmental and social sustainability into the way goods and services are obtained.

From Theme 4 – Wellbeing

Acute services – medical and surgical treatment provided mainly in hospitals and minor injury units i.e. short-term treatment for a severe injury or urgent medical condition.

Key Commitment 1

Whole-school approach – this aims to raise quality and standards across the entire school.

Healthy Schools Programme – a programme for all Bristol schools that want to improve the health and wellbeing of their pupils, staff and local community.

Suicide Prevention Action Plan – a plan aimed at reducing suicide based on targeted prevention. This is informed by discussions with partners across Bristol and nationally.

Healthy Street Principles – an approach that puts people, and their health, at the heart of decision making, resulting in a healthier, more inclusive city where people choose to walk, cycle and use public transport.

Delayed Transfers of Care – when a patient is ready to leave a hospital or similar care provider but is still occupying a bed. Delays can occur when patients are being discharged home or to a supported care facility, such as a residential or nursing home, or are awaiting transfer to a community hospital or hospice. This can cause considerable distress and unnecessarily long stays in hospital for patients. They also affect waiting times for NHS care, as delayed transfers reduce the number of beds available for other patients.

Time to Change – as a signatory to the Time to Change Employers Pledge we have committed to an action plan which will further develop and embed our current initiatives and policies around workplace wellness. These initiatives include mental health training, e-learning packages and refreshing our HR policies.

Key Commitment 2

Carbon neutral – a term used to describe the action by organisations, businesses and individuals to remove as much carbon dioxide from the atmosphere as each put in to it.

Bristol Heat Network – a new network of underground pipes that will deliver affordable, low-carbon heat and energy.

Parks and Green Space Strategy – a plan over the next 20 years to ensure that people have access to good quality parks and green spaces of different types, close to where they live.

Schools Energy Efficiency Scheme – a scheme that could help Bristol maintained schools save on energy bills with no upfront costs.

Particulate air pollution – a specific aspect of air pollution. Air that is contaminated by particles such

as dust, pollen, soot, smoke and liquid droplets. Many of these can harm our health, especially very small particles that can enter deep into the lungs.

Key Commitment 3

Holiday Hunger – a condition that occurs when a child’s household is, or will, become short of food during the school holidays.

Teaching a City to Cook – a scheme to get the city cooking at home using fresh, seasonal produce to improve diet and health.

Sugar Smart – the council is working in partnership across the city to look at what can be done at home, in schools, in work and in shops, restaurants, cafés and takeaways to reduce sugar intake.

Bristol Eating Better Award – a free award for food businesses that sell healthier food options and promote sustainability.

Local Crisis Fund – an emergency payment fund, mainly for essentials like food, gas and electricity.

Fuel Poor – a person is fuel poor if he/she is a member of a household living on a lower income in a home which cannot be kept warm at reasonable cost.

FareShare – a charity that works with community groups in and around Bristol, delivering a food service to those who need it most and giving support on nutrition, food hygiene and more.

Healthy Start Vouchers – free, weekly vouchers for qualifying people, to spend on milk, vegetables, infant formula milk and vitamins.

Food poverty – the inability to afford, or to have access to, food to make up a healthy diet. There are several definitions of food poverty, but overall if people have a poor quality diet AND do not have the resources or access to sufficient or appropriately nutritious food necessary for a healthy life, then they are experiencing food poverty.

Fuel poverty – when people cannot afford to keep their homes sufficiently heated when the weather is cold. This can be due to a combination of low income, poor household energy efficiency and/or high energy prices.

Key Commitment 4

Cultural Offer – an aim to make Bristol more dynamic, open, distinctive and enjoyable, using culture to address the city’s social and economic challenges. The Culture Strategy looks at the role that culture can play in Bristol and recognises the contribution culture already makes to the city but also the potential for wider engagement.

Big Culture Conversation – the council and other partners in the creative sectors will work together and engage in consultations with a wider network of partners across the cultural sector in the city. A ‘Big Culture Conversation’ focused on a strategy for investment and ensuring the cultural sector plays a fundamental in delivering the One City Plan will be a priority.

Districts of Culture – an annual programme where each year particular parts of the city feature as the ‘priority areas’ for support and partnership from across the cultural sector, in order to ‘shine a light’ on culture in different parts of the city.

Purple Flag Status – an accreditation process similar to the Blue Flag award for beaches. Town and city centres that meet or surpass the standards of excellence in managing the evening and night-time economy will receive Purple Flag status.

From – Corporate Services, statutory and Regulatory Requirements and organisational Support

Social Value – the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes.

<http://buildingsocialvalue.org.uk/what-is-social-value/>

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