



Policy, Strategy and Partnerships

Business Plan 2020/2021 [Covid-19 Recovery Edition]

**Overview and Scrutiny Management Board –
26/08/2020**

Appendix Aiii – Change Log



Change Log:

Note:

- Artwork has been updated throughout the document.
- Minor changes (typographical errors, realignment of dept. ownership/Boards, glossary) are not captured here.
- Throughout the document wording related to performance measures has been updated to read: 2020/21 Performance Measures and Targets were published in July 2020. Quarterly performance reports will be available at: www.bristol.gov.uk/council-spending-performance/performance.

Page	Change	Rationale																		
1 - 7	<p>Overhaul of all introductory narrative and statistics.</p> <p>Note - number of actions:</p> <table border="1"> <thead> <tr> <th></th> <th>Total</th> <th>New for 20/21</th> <th>Continued from 19/20</th> <th>One City goal</th> <th>SDG aligned</th> </tr> </thead> <tbody> <tr> <td>Original</td> <td>154</td> <td>71</td> <td>83</td> <td>18</td> <td>149</td> </tr> <tr> <td>Recovery Edition</td> <td>156</td> <td>85</td> <td>71</td> <td>17</td> <td>149</td> </tr> </tbody> </table>		Total	New for 20/21	Continued from 19/20	One City goal	SDG aligned	Original	154	71	83	18	149	Recovery Edition	156	85	71	17	149	Required to reflect current context and introduce updated purpose of the plan.
	Total	New for 20/21	Continued from 19/20	One City goal	SDG aligned															
Original	154	71	83	18	149															
Recovery Edition	156	85	71	17	149															
8 - 16	<p>New section: Recovery and Renewal</p> <p>Includes narrative and all new actions relating to Covid-19 recovery and renewal.</p> <p>There are 3 new Measures of Success boxes, 1 after each sub-section of the Covid-Recovery Theme.</p>	Core component of updated plan.																		
17	<p>Empowering and Caring</p> <p>New challenge added: Covid-19 and its impact on people, particularly vulnerable groups.</p>																			

18 onward	<p>Empowering and Caring section</p> <p>Key Commitment 1, Action 1: added wording in red Offer a range of community-based services to families from our children’s centres, schools and other community settings. We will provide access to early education and childcare, parenting support, health visitors and support for children and young people, including those with additional or Special Educational Needs and Disabilities (SEND)*. Where settings need to be closed or changed due to Covid-19, aim to run alternative virtual or socially-distanced services where possible.</p> <p>Key Commitment 1, Action 5: updated text NEW: As part of our contextual safeguarding response to harm outside the family, work to prevent serious youth violence, gang child exploitation and abuse. This will involve multiple public and social services, children and families working together to implement early interventions that prevent people from offending or re-offending.</p> <p>OLD: Take a ‘public health’ approach to preventing serious youth violence, gang child exploitation and outside the family abuse. This will involve multiple public and social services, children and families working together to implement early interventions that prevent people from offending or re-offending.</p> <p>Key Commitment 1, Action 9: added wording in red Put children at the heart of their child protection plans and make sure their views inform our work with families. We will work with children, parents and families to develop a more participatory approach for Child Protection Conferences*, doing this virtually and securely where necessary due to Covid-19.</p> <p>Key Commitment 1, Action 11: updated Develop a model family hubs that bring together services for children and young people in each locality. We will provide the right service to families, reducing the escalation of risk and vulnerability factors that might lead to crisis or intervention.</p>	<p>Account for Covid-19 impact.</p> <p>Adjusted in line with Director submission.</p> <p>Account for Covid-19 impact.</p> <p>Adjusted in line with Director submission.</p>
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<p>Key Commitment 2, Action 1: Reduce the use and cost of temporary accommodation by increasing the supply of private rented accommodation and other alternatives. These alternatives include shared accommodation and models such as building prefabricated housing e.g. ZEDpods*. This includes a range of housing delivery and acquisition measures, plus ongoing work to resettle homeless people and looking at sites for van dwellers.</p> <p>Key Commitment 3, Action 2: NEW: Increase the use of housing aids and adaptations, including technology-enabled care (TEC), to help people live independent lives.</p> <p>OLD: Deliver a range of housing aids and adaptations for residents in a timely way e.g. installation of accessible bathing, bedroom facilities and access ramps. We will make sure people can remain at home rather than receiving care from adults or children's services.</p> <p>Key Commitment 4, Action 4: added text in red Review the Social Action Plan to increase the opportunities for social action and volunteering. We will increase the number of people taking part by supporting a programme - 'Year of Can Do' – that inspires community involvement, building on existing local activity and the rise of interest in volunteering during the Covid-19 pandemic.</p> <p>Key Commitment 4, Measure: moved Level of engagement with community development work</p> <p>*DELETED ACTIONS and MEASURES* Commission domestic abuse services - with services in place by summer 2021 – to aid recovery from and prevent Adverse Childhood Experiences (ACE)*. We will provide safe and secure accommodation for survivors and their children.</p>	<p>Adjusted in line with Director submission, noting change in detail of housing programme.</p> <p>Adjusted in line with Director submission, noting change in detail of housing programme.</p> <p>Account for Covid-19 impact.</p> <p>Moved measure to City-wide</p> <p>Commissioning delayed until 2022 implementation.</p>
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	<p>Support the delivery of the Homelessness and Rough Sleeping strategy through the Bristol Homelessness Action Partnership*. We will:</p> <ul style="list-style-type: none"> - Deliver services to address rough sleeping, focused on those with complex needs - Develop a Housing First* approach, designed for those who have been homeless for a long time or repeatedly end up homeless - Focus on providing appropriate solutions for people who have slept rough, including increasing the supply of accommodation - Improve advice and training for council staff working with complex needs clients - Review data to identify trends and possible gaps in services including for black and minority ethnic households and those affected by domestic violence - Focus on young people, people leaving institutions (prison, hospital), families at risk of homelessness and those left homeless due to family breakdown or domestic violence - Expand our understanding of the ‘triggers’ that are causing tenancies to end, particularly in the private rented sector - Continue to deliver the Somewhere Safe to Stay hub that provides 24 hour support - Examine the way we involve people with lived experience in the way we design our services <p>Protect children and adults who lack capacity and are deprived of their liberty by using the new Liberty Protection Safeguards.</p> <p>Create focus points and support for local communities to generate higher levels of participation and reduce social isolation.</p> <p>Support the development of Bristol’s libraries as inclusive community led spaces. We will deliver this through the new Library Strategy and ongoing partnership work such as local programmes at Filwood, Hartcliffe, Southmead, Lockleaze and</p>	<p>Adjusted in line with Director submission, noting change in detail of housing programme. Key elements included within other amended actions and new recovery actions.</p> <p>Delayed nationally.</p> <p>Assumed Covid-19 impact.</p> <p>Assumed Covid-19 impact.</p>
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	<p>Avonmouth. Programmes will also focus on supporting the development of community ideas via the Libraries Innovation Fund and the development of Friends Groups.</p> <p>Measure: Reduce the number of homelessness deaths</p>	<p>Updated measures</p>
26	<p>Fair and Inclusive</p> <p>New challenge: Covid-19 and its major impact on world, UK and local economies and communities</p> <p>Key Commitment 1, Measure: moved Increase the number of private sector dwellings returned into occupation</p> <p>Key Commitment 2, Action 1: deleted lead department Removed 'Economy of Place'</p> <p>Key Commitment 3, Action 1: new text in red</p>	<p>Account for Covid-19 impact.</p> <p>Moved to City-wide measure</p> <p>Director request</p> <p>Account for Covid-19 impact.</p>

<p>Deliver high quality transport infrastructure and services to connect people with employment locations, including through access to sustainable transport options and working with transport providers to promote safe travel in light of Covid-19. We will continue to lead on progression of a regional mass transit system that will improve access to jobs across the city.</p> <p>Key Commitment 3, Action 4: updated NEW: Implement Bristol's Post-16 strategy through the Learning City Partnership, with a particular focus on critical recovery planning and activities to mitigate the impact of the Covid-19 pandemic.</p> <p>OLD: Implement Bristol's Post-16 strategy through the Learning City Partnership, which will improve outcomes for young people at risk, including children in care and care leavers, young people with SEND, young parents, young offenders and young people living in Bristol's most deprived neighbourhoods.</p> <p>Key Commitment 3, Action 7: new text in red: Develop joint plans between the education and skills and economic development teams to upskill residents, including identifying employee skills gaps. We will improve employability and job outcomes, with a particular focus on areas of deprivation. This work will be accelerated and adapted in light of Covid-19 and the wide impact it has had on employment.</p> <p>Key Commitment 4, Measure: deleted text in red Reduce the number of hate crimes recorded</p> <p>Key Commitment 4, Measure: new text in red Number of hate crimes recorded</p> <p>*DELETED ACTIONS* Place mini libraries in community settings such as children centres, children's hospital</p>	<p>Adjusted in line with Director submission.</p> <p>Assumed Covid-19 impact.</p> <p>Assumed Covid-19 impact.</p>
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	<p>and city farms as part of a network of reading support for young families that provide access to books and improves early years outcomes in reading.</p> <p>Support the development of local projects and initiatives including Workforce for the Future that works with small and medium-sized enterprises (SMEs) to help them develop their future workforce.</p> <p>Develop the council homes regeneration programme to improve conditions in and around our estates, increasing the sense of community and developing safer neighbourhoods.</p>	<p>Ported in to recovery actions around economy / support.</p> <p>Adjusted in line with Director submission.</p>
7	<p>Well Connected</p> <p>Key Commitment 1, Action 2: updated text in red OLD: Lead on the progression of a business case to outline a preferred option for a regional mass transit system, that will be key to meeting our targets for carbon reduction and connecting people to jobs.</p> <p>NEW: Work with the West of England Combined Authority on the progression of a business case to outline a preferred option for a regional mass transit system. This will be key to meeting our targets for carbon reduction and connecting people to jobs.</p> <p>Key Commitment 2, Measure: updated with new text in red Increase the number of people able to access care and support through the use of adaptive technology Technology Enabled Care</p> <p>Key Commitment 3, Action 1: updated NEW: Work with city partners to develop and implement Bristol’s ‘Making a Living Wage City’ plan, engaging more employers and increasing wages for citizens. We will:</p>	<p>Adjusted in line with Director submission to reflect organisational ownership.</p> <p>Adjusted in line with Director submission.</p> <p>Adjusted in line with Director submission.</p>

	<ul style="list-style-type: none"> - Encourage Bristol employers large and small to become accredited Living Wage employers - Target sectors where low pay is most common, taking account of the economic impact of Covid-19 on sectors such as hospitality, retail and tourism - Work with the Living Wage Foundation to agree revised targets for the number of accredited employers over the next three years <p>OLD: Work with city partners to develop and implement Bristol’s ‘Making a Living Wage City’ plan, engaging more employers and increasing wages for citizens. We will:</p> <ul style="list-style-type: none"> - Encourage Bristol employers large and small to become accredited Living Wage employers - Target areas where low pay is most common, such as hospitality, retail and tourism - Double the number of accredited employers over the next three years <p>Key Commitment 3, Action 6: new text in red Support the vitality and growth of our local and city centres and high streets. In addition to supporting our high streets through Covid-19 and the phased easing of lockdown, we will:</p> <ul style="list-style-type: none"> - Complete the City Centre Framework* to help guide investment and development within the city centre- - Bring forward City Centre Development and Delivery Plan as agreed at Cabinet July 2020 - Accelerate Develop plans for pedestrianisation of the old city - Support future bid ballots for Business Improvement Districts* - Explore funding opportunities through the Future High Streets Fund <p>Key Commitment 3, Action 8: new text in red: Continue to work with partners on a community learning and adult skills plan for citizens. This will align with local priorities including developing the necessary skills for certain sectors, taking account of changes and challenges in different employment sectors following the Covid-19 pandemic.</p>	<p>Account for Covid-19 impact.</p> <p>Account for Covid-19 impact.</p>
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	<p>*NEW ACTION*</p> <p>Key Commitment 4, Action 2: Launch a Mayoral 'We Are Bristol History Commission' to help Bristol rediscover its history and how that history led to us to become the city we are today.</p> <p>This will give Bristol the opportunity to understand and grapple with our complexity, contradictions and commonalities; and rediscover what Bristol is and how it got here including an exploration of the distinctive civic identity of the city. It will help us identify new candidates, events and episodes to be celebrated by our city.</p> <p>*DELETED ACTIONS*</p> <p>Develop and consult on a parking strategy that will inform strategic transport proposals and citywide sustainable transport improvements, reducing the impact of car journeys.</p> <p>Lead the way as a 'Smart City'. We will:</p> <ul style="list-style-type: none"> - Deliver a range of initiatives aligned to the new Smart City Strategy 'Connecting Bristol' that enables the city to progress towards being the UK's best digitally connected city over the next five years - Identify funding opportunities to improve digital connectivity that will help tackle social inclusion and close the digital divide in the city - Lead the scoping work and future design of the region's connectivity infrastructure, in partnership with WECA. Work with the West of England Smart City Alliance - Continue aligning the work of Bristol Operations Centre, Bristol Is Open, and our city innovation and ICT services 	<p>Not directly Covid related, added acknowledging it as new key activity.</p> <p>Account for Covid-19 impact.</p> <p>Worked paused.</p>
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44	<p>Wellbeing</p> <p>New challenge: Managing our response to the Covid-19 pandemic and the ongoing needs of recovery from its impacts.</p> <p>Key Commitment 2, Action 4: new text in red: Work with city partners on our Clean Air Plan and delivering a Traffic Clean Air Zone that will include measures to reduce the level of Nitrogen Dioxide take action to ensure that the City reduces levels of Nitrogen Dioxide to legally compliant levels as quickly and effectively as possible.</p> <p>Key Commitment 2, Action 5: deleted text Introduce an Electric Vehicle (EV) car share and taxi share project, and support the delivery of the West of England EV charging network. This activity will help support a reduction in the city's air pollution</p> <p>Key Commitment 3, Action 1: partial deletion: As part of the Feeding Bristol network, we will work with partners to reduce food and fuel poverty and make sure that 'holiday hunger' and other poverty issues are addressed. We will:</p> <ul style="list-style-type: none"> - Enable a larger proportion of families in the most deprived wards to cook nutritious food - Upskill and train people already involved in food education or provision, to teach and inspire others, reducing childhood obesity by establishing healthy eating patterns - Embed the commitments of our council declaration on healthy weight - Expand the Bristol Eating Better Award with a plan for everyone across the city to work to the same food and sustainability standards, including food businesses, children's centres and schools - Expand the 'Feeding Bristol – Lunch in the Library' initiative to more libraries and families 	<p>Account for Covid-19 impact.</p> <p>Adjusted in line with Director submission.</p> <p>Adjusted in line with Director submission.</p> <p>Account for Covid-19 impact.</p>
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<p>Key Commitment 3, Action 3: new text in red: Provide access to healthy and affordable food for children living in poverty, through a continued partnership between Children’s Centres and FareShare. Through these partnerships, we will increase access to Breakfast Clubs and Holiday Play Schemes, address ‘holiday hunger’ and increase take up of government-funded Healthy Start vouchers. Lobby for the Government’s continuation of free school meal vouchers during holidays due to the impact of Covid-19.</p> <p>Key Commitment 3, Measure: new measure added NEW: Increase the number of food outlets holding a ‘Bristol Eating Better Award’ in priority wards</p> <p>Key Commitment 4, Action 1: new text in red: Continue to develop a world-class cultural offer. We will:</p> <ul style="list-style-type: none"> - Organise local and virtual events across Bristol working with community, public health and adult care services - Positively market opportunities for visitors, business and communities to use services such as filming, studio space and other sites to hold events and festivals; insofar as possible due to Covid-19 - Support the Cultural Investment Board, and other key funders to target investment into the city - Work with cultural and creative sectors across the city to develop a new One City Plan Culture theme approach and contribute to the emerging WECA Cultural Strategy - Develop proposals to host the UNESCO City of Film annual conference <p>Key Commitment 4, Action 3: new text in red: Work towards the delivery of the next phase of the Colston Hall refurbishment of the building formerly known as Colston Hall, which will see new facilities and an improved cultural offer, to ensure that the facility is accessible to all.</p> <p>Key Commitment 4, Measure: new text added in red Development of the Hawkfield Business Park and the re-location of Bottleyard</p>	<p>Account for Covid-19 impact.</p> <p>Updated to reflect latest position</p> <p>Account for Covid-19 impact.</p> <p>Updated to reflect latest position.</p> <p>Adjusted in line with Director submission.</p>
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	<p>studios, subject to identifying funding.</p> <p>*DELETED ACTIONS*</p> <p>Using the Ways to Work network, create an inclusive and sustainable plan to help employees underrepresented in jobs that will help reduce the city’s emissions (for example, retrofitting homes) transition from jobs which are based on fossil fuels (for example, installing gas boilers).</p> <p>Deliver an excellent and accessible museums and archives service and make sure that Bristol’s world class museum and archival collections are accessible to all. We will:</p> <ul style="list-style-type: none"> - Develop the Blaise Museum regeneration project in partnership with local communities and the parks service - Create outreach programmes like Uncomfortable Truths* to involve under-represented groups in museum activities - Develop the museum Youth Panel and embed it in the decision making process - Increase diversity within the workforce through a range of initiatives including participation in the Creative Workforce for the Future - Provide a well-balanced programme that attracts a wide range of people, increasing digital access to collections 	<p>Ported in to recovery actions around economy / support.</p> <p>Account for Covid-19 impact.</p>
53	<p>Organisational Priority 1</p> <p>*NEW ACTION*</p> <p>Review our framework of policies and strategies to continue aligning them to our overall Corporate Strategy and to account for the impact of Covid-19 and the changes this will require across multiple plans, policies and strategies.</p> <p>*DELETED ACTIONS*</p> <p>Refresh our Corporate Strategy and also review how the council operates. Identify any changes required to make us as efficient and effective as possible.</p>	<p>Necessary in light of Covid-19 and updating ways of working.</p> <p>Work paused due to election delay.</p>

	<p>Implement the Open Data Platform to build continued support for the council's smart city strategy and Open Data Bristol, a single site for exploring, analysing and sharing data about the city.</p> <p>Following the May 2020 elections, review the support required for the council's political and senior leadership.</p> <p>Fully implement the new human resources and payroll system, providing advice, guidance and training to ensure effective delivery across the organisation.</p>	<p>Work paused.</p> <p>Election delayed.</p> <p>Duplicate entry.</p>
10	<p>Organisational Priority 2</p> <p>*DELETED ACTIONS*</p> <p>Implement the Member Development Programme for 2020 and seek accreditation from South West Council's Member Development Charter, to make sure Members have a best practice development programme. This will help them to deliver their democratic duties as effectively as possible.</p> <p>Ahead of the Mayoral elections in May 2020, prepare for all eventualities in respect to our internal governance arrangements.</p>	<p>Election delayed.</p> <p>Election delayed.</p>
12-13	<p>Organisational Priority 3</p> <p>OP3, Action 1</p> <p>Build on our annual the employee engagement survey and multiple short surveys of staff during the Covid-19 pandemic to best support colleagues. This includes reviewing the trends and outcomes from our existing action plans and revisiting these plans to make sure our staff are well supported, engaged and have a good understanding on how their work contributes towards our key priorities.</p> <p>OP3, Action 2</p> <p>Take forward our Equality and Inclusion Strategy through a variety of activities, both inside the organisation and in our communities. We will:</p>	<p>Account for Covid-19 impact.</p> <p>Updated based on actual activity.</p>

	<ul style="list-style-type: none"> - Track our progress by publishing an annual report, and update the Equality and Inclusion Strategy based on its results - Develop a shadowing scheme for Black, Asian and Minority Ethnic (BAME) staff - Supporting the third year of the ‘Stepping Up’ programme, designed to improve representation of BAME people, disabled people and women in senior roles - Expand the ‘Disability Peer Navigator’ scheme to ensure managers are supported to provide adjustments for disabled employees - Hold an annual equality and inclusion event for our workforce and stakeholders - Undertake self-assessment against the LGA Equality Framework for Local Government <p>OP3, Action 3: new text in red Commission a new occupational health and ‘employee assistance provider’ to help us provide confidential, high quality health and wellbeing support. This will help support a high performing and healthy workforce. In the interim, ensure the provision of a counselling service with BAME representation and expertise, in recognition of the disproportionate impact of Covid-19 on BAME staff.</p> <p>OP3, Action 5: new text in red Design and implement a new ways of recognising and rewarding staff success, sharing learning and celebrating colleague achievements. This will initially be mostly online activity due to the Covid-19 pandemic.</p> <p>OP4, Measures: new text in red OLD: Maintain the percentage of council tax collected NEW: Council tax collected as a percentage of approved budget</p> <p>OLD: Increase the percentage of non-domestic rates collected NEW: Non-domestic rates collected as a percentage of approved budget</p>	<p>Updated based on actual activity.</p> <p>Updated based on actual activity.</p> <p>Updated based on actual activity.</p> <p>Updated based on actual activity</p>
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	<p>Organisational Priority 4</p> <p>OP4, Action 3: added new text in red Establish a structured approach to commercialisation and embedding a more business-like approach across the council, including developing a pipeline of new and innovative opportunities. This aims to achieve efficiency savings and income, whilst ensuring the council meets its economic, social and environmental priorities.</p>	<p>Adjusted in line with Director submission</p>