



Business Plan 2020/21

[Covid-19 Recovery edition]



Welcome to Bristol City Council's Business Plan for the financial year April 2020 – March 2021

Our plan for the year was originally made ahead of the outbreak of coronavirus (Covid-19) in the UK, and this updated version addresses our response to this pandemic and our initial 'recovery' activities over the short term. Covid-19 is a new disease and this is a fast-changing situation, so our plans and activities may change from those listed in this plan; sometimes at short notice.

Covid-19: Recovery and Renewal

8

The rest of this plan is arranged in line with our **Corporate Strategy 2018–2023**, which sets out our priorities and vision for Bristol. It identifies four strategic themes that will help us achieve this vision:

Empowering and Caring:

20

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:

29

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:

38

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

Wellbeing:

47

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. The Corporate Strategy will be revised in 2021 to reflect any changes in our vision and priorities following the Bristol Mayoral election and once the longer term impact of Covid-19 is better understood.

More about this Business Plan

7

Corporate Services, Statutory Requirements and Organisational Support

55

Glossary of useful terms

63

Bristol City Council Business and Covid-19 Recovery Plan 2020/21

This Business and Covid-19 Recovery Plan sets out our main activities for April 2020 – March 2021. It is the third annual plan that responds to 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.



In 2020/21 we face one of the toughest challenges to this vision that we could have imagined, as the impact of coronavirus (Covid-19) affects everything in our lives and all of the services that we and our partners provide.

We have rapidly reviewed our Business Plan for the year whilst also working day and night to respond to the pandemic and plan ahead for our recovery as a city. This edition, compiled in late July 2020, shares some of our initial thinking and more about the actions we plan to take throughout the rest of 2020/21 to continue responding to the challenges we face, both now and in the longer term.

The approach of the council is to play an enabling role in the city, to make more use of partnership working and to empower citizens to reduce demand for traditional council services. This still stands and we are working more closely than ever with partners to respond to Covid-19 using our 'One City Approach', which means we see ourselves as one partner among

many, bringing together a range of public, private, voluntary and third sector partners with the shared aim to make the city a fair, healthy and sustainable place. Globally, nationally and locally the pandemic has taken a huge toll. At the same time it has highlighted the critical role that various organisations have in navigating such unforeseen territory. Our One City approach has proved invaluable and effective, enabling us to draw upon existing strong strategic and operational partner relationships that span all the sectors in the city and beyond.

City leadership will be vital to our resilience and recovery from Covid-19, particularly as we expect further shocks to our economy as the UK ends its transition period having left the EU.

Throughout the year we will continue to consider the threats and opportunities that we face from the pandemic and from any future trade agreements (or lack thereof) which are secured.

2019/2020 – A year in review

The year 2019/2020 has proved a busy one for the council, services and partners, with a range of activities supporting progress towards some of our key commitments.

Bristol's pioneering One City approach to join up local governance was recognised with the city being only one of six to win European Capital of Innovation funding for its approach. The prize is awarded to the city best able to demonstrate its ability to implement innovative solutions to some of its most pressing challenges, while improving sustainability and involving citizens in governance and decision-making.

The second iteration of the One City Plan was launched at the City Gathering in early 2020, which also established the three priorities for the year ahead:

- **Connectivity:** Explore funding measures to secure investment to develop mass transit systems, including underground and over-ground. Increased support for public transport, cycling and walking options, improving the movement of people across the city
- **Sustainable food:** Ensure Bristol is accredited as a gold standard in the Sustainable Food City awards and establish a legacy programme
- **Temporary accommodation:** Build on and deliver city-wide interventions to tackle homelessness with a focus on reducing the number of families in temporary accommodation.

To find out more visit www.bristolonecity.com

Our work with citizens, local partners and national Government on plans to tackle poor air pollution continues, with progress made on our Clean Air Plan and developing the preferred model for a Traffic Clean Air Zone. In a city with many competing issues, we recognise the importance of minimising the impact of such proposals and detailed work on implementation and developing mitigations will continue. Our work in this area was supported by the publication of the city's One City Climate Strategy, launched in March 2020.

Western Gateway, the cross-border economic 'powerhouse', was formally launched with the council having played a significant role in establishing this partnership with authorities and organisations across

western England and south Wales. This partnership will address the economic needs of the area, helping attract income and investment from governments and investors.

Working with the Bristol Festival of Ideas, City Office and the Cabinet Office's Race Disparity Unit, we organised our first national Race Equality Conference, with leaders from across Government, public and private sectors gathering to celebrate the progress made in tackling racial inequality and discuss how remaining challenges can be overcome.

The council remains focused on delivering sustainable, affordable housing at pace and this year won a leading award for 'Best Approach to Modular Construction' for our ZED PODS scheme that demonstrates a pioneering modern method of construction in partnership with Bristol Housing Festival. The old sorting office site near Temple Meads was also demolished, a significant milestone in the regeneration of the city's Temple Quarter district.

Following engagement with residents and city partners, a city-wide Library Strategy has been approved that aims to modernise the service. A new Innovation Fund has also been set up to support communities to develop new and exciting ideas for their local library, demonstrating the Council's commitment to delivering a high quality library service.

Period Friendly Bristol was officially launched, a project that stemmed from a key priority set last year for the City Office. The initiative, a first for a UK city, aims to eradicate period poverty through the provision of free menstrual products for those in need and tackle stigma through a citywide education programme.

The formal launch of Channel 4 in the city took place, following the announcement last year that Bristol had beaten stiff competition to be selected as one of the broadcaster's regional Creative Hubs. Its new base enables the channel to tap into the wide pool of existing and emerging talent across the city and wider region.

The first of eight planned new children's homes opened this year. Frome House, owned and managed

by the council, has a family-home feel and layout and has been designed specifically for children in care. In September, we also saw the number of children on a Child Protection Plan reduced to an all-time low.

However, the year was not without its challenges. The local area Ofsted report on provision of local Special Educational Needs and Disability (SEND) services highlighted areas for improvement and our work on a joint action plan with partners, to deliver rapid progress and long-term change for families and young people with SEND, remains one of our key priorities for the year ahead.

We continue to make representations to national Government to provide sustainable and long-term financing for councils like Bristol to fully plan for the years ahead, particularly given the pandemic and the continuing challenges of funding of adult social care. Whilst our three year 'Better Lives' programme on addressing the costs of care has demonstrated

improvement in the capacity and sustainability of the sector, it did not deliver the full level of savings required and more analysis is underway to meet the financial challenge ahead.

The range of actions within this Business Plan present an overview of the activity that colleagues across the council deliver on a daily basis. Our ambition has remained high in many ways, and we haven't always been able to meet the targets we set ourselves. In part this reflects that many of the measures used have been high level outcomes which the council contributes to, but does not wholly have responsibility for. Final performance figures for 2019/20 showed that around 40% of indicators met or exceeded their target (and around 50% improved on the previous year). This was lower than expected, but multiple indicators were impacted in the final months due to the Covid-19 pandemic.

Signposting progress

We show our progress in this year's Business Plan by highlighting ongoing actions and those which are new. Ongoing actions include actions intended to run over a number of years, as well as actions which have not been completed as planned.

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.

Of the total **160** actions listed, around **74** closely relate to or continue actions from the 2019/20 year,

whilst **86** are new. **18** of the actions included in this year's Business Plan also identify the council's contribution to the city wide One City Plan priorities. This year we have also highlighted those activities that support our local implementation of the Sustainable Development Goals.



86 new actions



74 ongoing actions



153 actions linked to SDGs



18 actions linked to One City Goals

Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a framework for the key global challenges of economic, environmental and social sustainability, which every country in the world has agreed to deliver by 2030. They are a set of 17 interconnected goals underpinned by 169 targets.

Bristol is committed to delivering the SDGs locally and is the only UK city to have conducted a Voluntary Local Review to map Bristol's progress against the goals. To read this please visit: bristolonecity.com/sdgs. Every One City Plan goal has been mapped to them and in this year's Business Plan, we have also highlighted which actions will be contributing to achieving the SDGs. This mapping was undertaken at the target level with the specific SDG(s) identified. For more information about the specific targets under each goal, please visit: sdgs.un.org/goals.

We have agreed with the West of England Combined Authority that the SDGs also inform planning at a regional level.



SDG 1 – No poverty: End poverty in all its forms, everywhere



SD2 – Zero hunger: End hunger, achieve food security and improved nutrition and promote sustainable procurement



SD3 – Good health and wellbeing: Ensure healthy lives and promote wellbeing for all, at all ages



SDG 4 – Quality education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



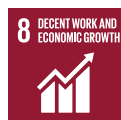
SDG 5 – Gender equality: Achieve gender equality and empower all women and girls



SDG 6 – Clean water and sanitation: Ensure availability and sustainable management of water and sanitation for all



SDG 7 – Affordable and clean energy: Ensure access to affordable, reliable, sustainable and modern energy for all



SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 9 – Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 10 – Reduced inequalities: Reduce inequality within and among countries



SDG 11 – Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 12 – Responsible consumption: Ensure sustainable consumption and production patterns



SDG 13 – Climate action: Take urgent action to combat climate change and its impacts



SDG 14 – Life below water: Conserve and sustainably use the oceans, seas and marine resources for sustainable development



SDG 15 – Life on land: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss



SDG 16 – Peace, justice and strong institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



SDG 17 – Partnership for the goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development

More about this Business Plan

The aim of our plan is to show what we will deliver in 2020/21 to make progress against our commitments and to begin our recovery from the Covid-19 pandemic.

Some actions will have started in the first or second year of our five-year Corporate Strategy (2018-20). Others start this financial year and may continue beyond it. Our actions will make sure we spend our time, money and resources as effectively as possible.

In this plan we set out:

- Which part of the council 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
- How our activity contributes or aligns to the City-wide One City Plan.

Our approach

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.

This plan covers a significant amount of work carried out by council colleagues. A range of partners will also contribute to its success. This year more than ever, our plans might have to adapt and change to deal with the high level of uncertainty which faces us – mostly because of Covid-19 but also because we do not yet know if the UK will end its transition period after leaving the EU with a trade deal in place.

Our obligations

Part of our role is to meet statutory and regulatory obligations and any other requirements of national legislation or policy. Examples of this 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. Some of the actions noted

about our response to Covid-19 may also be linked to statutory or regulatory obligations which the government put in place during the pandemic.

Regardless of whether they are explicitly mentioned in this plan, we will always comply with our legally required obligations.

Measures of success

Alongside this plan is the council's "Performance Framework". This is a suite of indicators reported every three months to council Directors and through our Scrutiny function, made up of elected members; these are public meetings. The Measures of Success for next year are listed at the end of each "Key Commitment".

This year we have added a new approach, to differentiate between those measures that are wholly owned by Bristol City Council (BCC), and so are direct measures of our performance, and headline "city-wide" measures where we are a key player but performance may be dependent on many other partners or external factors as well.

Our [2020/21 Performance Measures and Targets](#) were published in July 2020, and quarterly performance reports will be posted on our Performance page: www.bristol.gov.uk/council-spending-performance/performance

Specific definitions and technical points are explained in a glossary at the end.

Corporate Services

Supporting all of our work is the need to run a smaller, more agile organisation which can foster strong partnerships and ensure we 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.

Covid-19:

Recovery and Renewal:

Work with partners to create a fairer, healthier and sustainable city, one which is people-centred and has a resilient economy that supports diverse, inclusive and equitable communities.



This theme focuses on the immediate short-term actions we need to take to recover from the Covid-19 pandemic whilst taking the opportunity for meaningful renewal in the city. We are working with hundreds of partners across Bristol and beyond to make sure that we will build back better. We will do this not by returning to all of the old ways, but by capitalising on our city's amazing strengths and tackling its deep rooted inequalities.

With so much still changing day-by-day and a high level of uncertainty about the medium-to-long-term impacts on our health, society and economy, our planning will continue throughout the year and beyond. However we are also taking many immediate actions to support the city and its people.

What are our aims for the city, relating to our recovery from Covid-19?

Working with our city partners wherever possible, we will:

- Do all we can to prevent the spread of Covid-19 in Bristol and respond to any local outbreaks.
- Tackle the structural inequalities in our society and organisation to make Bristol a more inclusive place.
- Make the most of any 'silver linings' to come from the pandemic and hold on to the good things – like cleaner air, reduced congestion and more volunteering.
- Take action to support our local economy in the short-term and plan for its long-term renewal.
- Listen to our communities and involve local people in making decisions about our future after Covid-19.
- Continue building our overall level of city resilience to help cope with further acute shocks and the chronic stresses resulting from Covid-19 and other factors.

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

- Covid-19 – this is a new disease with no currently known cure, and the pandemic will continue at the same time as we try to recover and renew.
- Limited resources – the government has not fully met the cost to councils and our finances in the coming years are very challenging.
- Inequalities – these exist across the city and impact on the health, education and quality of life for many people, which takes time to tackle and have been made worse during the course of the pandemic.
- Uncertainty – nobody knows if and how quickly the economy will bounce back, nor what the long-term impacts of the pandemic or the illness itself will be.
- Economic shock – early analysis suggests Bristol's economy will shrink by around 6.5% in 2020, with some sectors hit harder than others. Whilst compared to many places Bristol is economically resilient and a rebound is expected in 2021, the short-term shock has significant impacts including around 8,000 anticipated job losses, nearly half of which could be in lesser-skilled roles. Overall economic growth between 2020 – 2025 is expected to be slower than was anticipated before the pandemic.

Covid-19: Recovery and Renewal in 2020/21

“A highly resilient city has the hindsight to learn from the past and to recognise its strengths, weaknesses, values and direction; the insight to know what can and cannot be controlled right now; and the foresight to anticipate and adapt such that it avoids or addresses future disruptions and change, and exploits the opportunities to maximise value and prosperity.”

BS67000 BRITISH STANDARD FOR CITY RESILIENCE

Within Bristol City Council we define ‘Recovery’ as the process of renewing our organisation, public services, communities and economy to function as strongly as possible following the first wave of Covid-19; whilst taking the opportunity for reform, making positive changes which build resilience, improve sustainability and ensure equality and inclusion.

For the council this will mean creating a more agile and streamlined local authority that has focused priorities, financial sustainability and greater resilience. We know that we need to develop and empower others to get things done for the city rather than only focusing on providing services directly ourselves. For the city more broadly, we want to work more closely than ever with partners to create a fairer, healthier and sustainable city, one which is people-centred and has a resilient economy that supports inclusive, equitable communities.

Resilience is key. Our planning builds upon our previous work as part of The Rockefeller Foundation’s 100 Resilient Cities, and is built around five characteristics set out in the British Standard for City Resilience:

- 1. Integrated:** working across sectoral boundaries to achieve gains in efficiency and effectiveness
- 2. Durable:** prepared and robust against identified shocks and stresses
- 3. Inclusive:** provides a high quality of life for all its citizens, builds community cohesion and empowers people and communities to play an active role in their future
- 4. Adaptive:** flexibility is designed into the city’s systems so that it can understand and adapt to the rapid pace of change

- 5. Reflective:** has a deep and comprehensive understanding of the city, including its communities, systems and risks, allowing resources to be prioritised to provide maximum benefit

These characteristics underpin many of the actions in this plan and are well embedded in the city’s system of leadership and governance, where we work closely together across institutions and sectors with a shared vision and a joint understanding of risk and opportunity.

Even with these strengths, the reality means tackling some of the most difficult and entrenched issues in society. These include structural inequality, institutional racism and the climate and ecological emergency, as well as helping our communities and economy recover from the direct and indirect health and economic impacts of the pandemic. At the same time, we are still managing local outbreaks and preparing for the worst case scenarios of further national waves of Covid-19, whilst also working to fully analyse the impact that the outbreak has had on our finances. This will be largely defined by the government’s decisions throughout the remainder of the year on which parts of local council losses they will fund, and what the long term future funding and role for councils looks like.

These factors and others – especially the lack of clarity on whether the UK will strike a trade deal with the

EU and what the government's plans for replacing lost EU funding will look like – makes planning ahead very challenging and means we will almost certainly face difficult decisions about what we can afford to do and what we need to prioritise. We are making this plan in the full knowledge that it might change throughout the year, and we are prepared to adapt in any ways required to make sure we put public health and wellbeing first.

The remainder of the year will focus on revisiting many of our strategies and plans in light of the changing circumstances, planning our future carefully whilst also looking for opportunities to take decisive 'no regret' actions: opportunities we can seize straight away.

Recovery will be a theme across nearly all of our activity this year; it is fundamentally about creating a 'new normal'. In recognition of this we will be using our normal organisational structures and processes to plan and deliver recovery activity as much as possible. Throughout this we will be focusing on a number of key themes, each overseen by one of the council's three overall directorates:

- **Community and People (led by People Directorate):** leading recovery activity relating to health and social care, education, the voluntary and community sector, safeguarding, community safety and public health.
- **Organisational Change (led by Resources Directorate):** leading activity to recover and adapt the council as a business in its own right, including ways of working, council facilities, use of technology, devolution, financial planning, transformation projects and equality and inclusion.
- **Economy and Business (led by Growth and Regeneration Directorate):** leading on economic recovery alongside the One City Economy Board, reopening high streets and the hospitality sector safely, transport, housing, inclusive growth, sustainable planning, business support and skills and employment. Much of this work will take place alongside regional partners including the West of England Combined Authority given its areas of responsibility.

We have also created a Recovery Oversight and Coordination Board to make sure our activity is well joined-up and supported with good communications, robust data, financial advice and insights, risk management, public consultation and engagement and more.

Related existing plans:

Local Outbreak Management Plan – www.bristol.gov.uk/crime-emergencies/covid-outbreak-management-plan

Prevention is key to containing the virus and being able to recover as quickly and effectively as possible. The Local Outbreak Management Plan describes the process of preventing outbreaks and responding to those that do occur, working in partnership through the new Bristol Health Protection Committee and the Bristol Covid-19 Local Engagement Board. This is an ongoing process of taking action and adapting the plans as required. We have some limited one-off government funding to help contribute to this activity.

One City Economic Renewal Statement of Intent – www.bristolonecity.com/economy/the-economy-board

This document was co-produced with partners across the city and region, signalling our overall direction in our economic recovery. A fuller economic recovery planning process is underway as a result, with partners working together on a strategy and phased plans covering the short-to-medium term and the longer term. This planning will continue well in to next year as we gain new evidence and experience to inform our long term strategy.

One City Plan – www.bristolonecity.com

The next One City Plan, which provides the wider city strategic framework to which the council aligns its activity, is to be launched in March 2021. All goals within that plan will be reviewed in light of Covid-19 and it will become the city's de-facto long term recovery and renewal plan. Within the council's actions below we have set out which One City Board(s), the council would seek to work with to ensure delivery. We acknowledge that this will require the agreement of these partnership boards within their own work programmes.


Response Key Facts

Services

 **611**
Covid-19 volunteers have been deployed

4,223 activities
have been allocated to volunteers

 **4,513**
covid-secure compliance visits to local businesses

 **1,976,070**
items of PPE distributed

 **£95m**
of grants and discretionary funding issued to businesses

8,145 businesses
received grants or discretionary funding

 **6,326**
council tax reduction applications

244
rough sleepers
emergency housed

 **3,864**
resident food deliveries

3,350 contacts made to Regulatory Services team requesting Covid-19 advice

 **2,805**
'NHS Shielded'
residents who requested additional BCC support

Communications and Workforce

 **2,233** citizen emails enquiries to Covid-19 Citizen Inbox

8,786 calls to We are Bristol Helpline

 **634**
social media posts

8,000+ 'NHS Shielded' residents who were contacted

14,245,362
Impressions/views of social media posts

 **57**
videos produced

85 media interviews
by our spokespeople on Covid matters

 **67**
briefings given to stakeholders

240 employees redeployed

 **2,000**
ICT items issued to help colleagues work at home

Covid-19 Recovery and Renewal Actions:

Community and People

1 N⁺	<p>Implement the Local Outbreak Management Plan to prevent, manage and contain outbreaks of Covid-19 in Bristol and ensure strong, inclusive and accessible communication and public engagement helps keep us safe. Take particular action to prevent and manage outbreaks in high-risk settings, such as care homes and schools. We will work closely with the public, partners and local businesses to take all necessary action identify, isolate and contain the virus.</p>
	<p>Lead department: Public Health Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Health and Wellbeing Board, Economy Board Sustainable Development Goal(s): SDG 3; SDG 4; SDG 8; SDG 11</p>
2 N⁺	<p>Work in partnership with Golden Key and the NHS on a project to support rough sleepers who were temporarily housed in hotels during the lockdown. This 'move on' project will identify appropriate new accommodation and provide practical help and support, including mental health services, to enable these people to move on in to more settled accommodation rather than returning to the streets.</p>
	<p>Lead department: Housing and Landlord Services; Adult Social Care; One City Goal Cabinet Member: Housing One City Approach – relevant to: Health and Communities Board Sustainable Development Goal(s): SDG 1; SDG 3; SDG 11</p>
3 N⁺	<p>Work with Early Years centres, schools, academies, parents and children to affect a safe return to Early Years settings and schools. Encourage attendance, taking particular care to reach and support more vulnerable pupils back in to appropriate educational settings, including the right alternative provision where required.</p>
	<p>Lead department: Education and Skills Cabinet Member: Education and Skills One City Approach – relevant to: Learning and Skills Board Sustainable Development Goal(s): SDG 3; SDG 4; SDG 10</p>
4 N⁺	<p>Commission care home and domiciliary care support and develop Intermediate Care services that are responsive to needs of citizens, promote wellbeing and independence and avoid delays from acute sector and community hospitals, in consideration of the changing landscape of the health, care and wellbeing system due to Covid-19.</p>
	<p>Lead department: Adult Social Care Cabinet Member: Adult Social Care One City Approach – relevant to: Health and Wellbeing Board Sustainable Development Goal(s): SDG 3</p>

5 N+	<p>Commission and participate in a major piece of research and planning on the transformation and future of the Voluntary, Community and Social Enterprise sector (VCSE) in the city in light of Covid-19 and its impact. This will focus on:</p> <ul style="list-style-type: none"> • Understanding the role and potential of the VCSE sector in the city going forward • Creating the foundations from which to build new ways of working in the city which address inequality from the start • Develop a One City approach to recovery which recognises the value and importance of the VCSE in building resilient communities.
	<p>Lead department: Commercialisation and Citizens Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Economy Board; Homes and Communities Board Sustainable Development Goal(s): SDG 5; SDG 10; SDG 11; SDG 17</p>
6 N+	<p>Work with faith leaders and partners on Bristol Remembers, a city-wide approach to acknowledging loss in all its forms and capturing this moment in the city's history through stories and other forms of expression.</p>
	<p>Lead department: Policy, Strategy and Partnerships Cabinet Member: Mayor One City Approach – relevant to: Culture Board (new board, to be established) Sustainable Development Goal(s): SDG 11</p>
7 N+	<p>Create a new Belonging Strategy for children and young people that will put children, young people and their families at the heart of our city and its recovery work. Bringing together all aspects of children and young people's lives from birth to 25 in an ambitious strategy that has equality and inclusion at its centre.</p>
	<p>Lead department: Children and Families; Education and Skills; Public Health Cabinet Member: Children and Young People One City Approach – relevant to: Children's Board (new board, to be established) Sustainable Development Goal(s): SDG 1; SDG 3; SDG 4; SDG 5; SDG 10; SDG 11</p>
8 N+	<p>Work to address the disproportionate impact of Covid-19 on Black, Asian and minority ethnic communities and other under-represented groups who have been vulnerable to the disease, including people with health impairments. This includes enacting appropriate policy recommendations stemming from a Rapid Research Review by the University of Bristol (commissioned by the council) on the impacts of the pandemic on Black, Asian and minority ethnic communities.</p>
	<p>Lead department: Public Health Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Health and Wellbeing Board; Economy Board Sustainable Development Goal(s): SDG 3; SDG 5; SDG 10</p>
9 N+	<p>Work with partners, children, young people and their families to identify the extent of hidden harm that will have been experienced by some of our most vulnerable children and young people during the pandemic. Develop responses that help children and families recover from trauma and support them to build the strength and resilience they need to thrive.</p>
	<p>Lead department: Children and Families Cabinet Member: Children and Young People One City Approach – relevant to: Children's Board (new board, to be established) Sustainable Development Goal(s): SDG 1; SDG 3; SDG 10</p>

10 N ⁺	<p>Work more closely and formally with relevant NHS partners on adult social care in local areas. Adopt a joint working model based around supporting well-being, independent living and community assets*. This has been swiftly piloted as an immediate response to the Covid-19 situation and will continue to benefit people as a longer term way of working.</p>
	<p>Lead department: Adult Social Care Cabinet Member: Adult Social Care One City Approach – relevant to: Health and Wellbeing Board Sustainable Development Goal(s): SDG 3; SDG 17</p>
11 N ⁺	<p>Further develop arrangements with community health partners that build upon changes in our Reablement Service during Covid-19, where we took a new approach to getting people discharged from medical services, putting in place support to help people at home rather than keeping them longer in hospital.</p>
	<p>Lead department: Adult Social Care Cabinet Member: Adult Social Care One City Approach – relevant to: Health and Wellbeing Board Sustainable Development Goal(s): SDG 3; SDG 11</p>
12 N ⁺	<p>Continuing to build on work of the council and partners through Thrive Bristol to support mental health throughout the pandemic and during recovery. This includes focused work through a new Mayoral Commission on Domestic Abuse to find solutions for the needs of people experiencing abuse.</p>
	<p>Lead department: Public Health Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Health and Wellbeing Board Sustainable Development Goal(s): SDG 3; SDG 5; SDG 10</p>
13 N ⁺	<p>Create and run a city-wide engagement exercise – Your City, Our Future – to discuss Bristol's future and people's needs during and after the pandemic. Use this to inform a 'deliberative democracy' pilot which will give local people an opportunity to make decisions about things related to this topic and influence further recovery planning.</p>
	<p>Lead department: Policy, Strategy and Partnerships Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: One City Multi-Board (all boards) Sustainable Development Goal(s): SDG 11; SDG 16; SDG 17</p>
14 N ⁺	<p>Work with partners to strengthen the supply of Personal Protective Equipment, ensuring an adequate supply and that the most effective use is made of PPE. This will help make sure PPE is more readily available in the event of further waves of the pandemic. It will also increase our resilience in the event of a 'no deal' Brexit which could affect supply chains.</p>
	<p>Lead department: Commercialisation and Citizens Cabinet Member: Communities, Equalities and Public Health; Finance, Governance and Performance One City Approach – relevant to: Health and Wellbeing Board Sustainable Development Goal(s): SDG 3; SDG 9; SDG 12</p>

How will we measure success for this key commitment?

Bristol City Council (BCC) owned measures:

- Number of the rough sleepers emergency housed during Covid pandemic who are subsequently re-settled
- Average change in level of homecare following short-term assessment and reablement episode
- Number of people able to access care and support through the use of Technology Enabled Care

City-wide measures that BCC contributes to:

- Rate of Covid-19 cases in Bristol
- Number of local outbreaks in high-risk settings, such as care homes and schools
- School attendance (Covid-Recovery)

Note – these measures are provisional and subject to change as the Recovery and renewal work develops

Economy and Business

1 N+	<p>Work with the One City Economy Board to plan for our long term economic recovery and renewal, putting health, sustainability, equality, inclusion and resilience at its heart. Build upon the direction set out in the One City Economic Renewal Statement of Intent (June 2020), developing an initial high-level plan by October 2020 and a fuller strategy in 2021 once more economic evidence and data on the pandemic's impact is available. Take part in complementary regional, pan-regional and national economic recovery forums and ensure alignment between plans held at each level.</p>
	<p>Lead department: Economy of Place Cabinet Member: Finance, Governance and Performance One City Approach – relevant to: Economy Board Sustainable Development Goal(s): All SDGs</p>
2 N+	<p>Revisit our medium to long-term Capital Programme and ambitions for the city's infrastructure in light of Covid-19, prioritising projects that are best able to contribute to the city's needs during recovery. This includes a particular priority to secure further investment for Temple Quarter, which sits at the heart of Bristol and is primed to bring 22,000 new jobs, 10,000 new homes and an economic boost of £1.6 billion per year to the city. Continue to prioritise the provision of housing, especially affordable housing via council and registered social landlord developments, as a key enabler of our economic recovery.</p>
	<p>Lead department: Economy of Place; Housing and Landlord Services Cabinet Member: Finance, Governance and Performance; Housing One City Approach – relevant to: Economy Board; Transport Board Sustainable Development Goal(s): SDG 8; SDG 9; SDG 11</p>
3 N+	<p>Work with city partners to encourage a safe return to working, shopping and enjoying local amenities. Develop ways to utilise the public realm on a more permanent basis to support the hospitality industry and local High Streets, recognising the ongoing social distancing requirements.</p>
	<p>Lead department: Development of Place, Economy of Place Cabinet Member: Spatial Planning and City Design, Transport and Energy One City Approach – relevant to: Economy Board Sustainable Development Goal(s): SDG 3; SDG 8; SDG 11</p>
4 N+	<p>Establish an Employment and Skills task and finish group involving multiple national, regional and local partners to agree priorities together around digital skills, training/re-skilling, unemployment support, and apprenticeships. Work together to maximise pathways to employment for everyone affected by the pandemic.</p>
	<p>Lead department: Education and Skills; Economy of Place Cabinet Member: Education and Skills One City Approach – relevant to: Learning and Skills Board; Economy Board Sustainable Development Goal(s): SDG 1; SDG 4; SDG 8</p>
5 N+	<p>Commission Black South West Network to provide bespoke support to Black, Asian and minority ethnic-led businesses which have faced disproportionate impacts from Covid-19.</p>
	<p>Lead department: Economy of Place Cabinet Member: Finance, Governance and Performance One City Approach – relevant to: Economy Board Sustainable Development Goal(s): SDG 8; SDG 10</p>

6 N⁺	<p>Take advantage of quieter streets to put in place new measures to encourage cycling, walking and public transport in a safe way. This includes an experimental closure of Bristol Bridge and Baldwin Street to private traffic, the further pedestrianisation of the Old City and various local schemes to support socially-distanced travel, recreation and hospitality.</p>
	<p>Lead department: Economy of Place; Management of Place Cabinet Member: Transport and Energy One City Approach – relevant to: Transport Board Sustainable Development Goal(s): SDG 3; SDG 9; SDG 11</p>
7 N⁺	<p>Engage with Government and various partners to make the case for proper investment in Bristol and its local authority to ensure we can continue to support our citizens and have an effective economic and social recovery from Covid-19. This includes making submissions on the future of devolution in the UK, the Government's Comprehensive Spending Review and its financial support measures for local government.</p>
	<p>Lead department: Policy, Strategy and Partnerships Cabinet Member: Finance, Governance and Performance One City Approach – relevant to: Multi-Board (all boards) Sustainable Development Goal(s): SDG 16; SDG 17</p>
8 N⁺	<p>Work with partners to establish a One City Culture Board, which will oversee the creation of a long term set of actions to support the cultural sector within the One City Plan 2021. It will also link closely to the city's economic recovery planning process, helping ensure pro-active support to this sector as it recovers from the impact of the pandemic.</p>
	<p>Lead department: City Office; Economy of Place Cabinet Member: Finance, Governance and Performance One City Approach – relevant to: Culture Board (to be established); Economy Board Sustainable Development Goal(s): SDG 3; SDG 8; SDG 10; SDG 11</p>

How will we measure success for this key commitment?

Bristol City Council (BCC) owned measures:

- Number of businesses given Environmental Health advice

City-wide measures that BCC contributes to:

- Employment rate of the working age population
- Increase experience of work opportunities for priority groups
- Percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide
- Number of Black, Asian and minority ethnic-led businesses supported

Note – these measures are provisional and subject to change as the Recovery and renewal work develops

Organisational Change

1 N+	<p>Adapt council workplaces to meet Covid-secure standards and enable essential staff and those with physical and mental health-related needs to return to their workplaces. Ensure the health and wellbeing of those staff who continue to home-work is supported.</p> <p>Lead department: Workforce and Change Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 3</p>
2 N+	<p>Provide new technology and software to staff to enable effective agile working, whilst scoping technology requirements in our workplaces to support a 'hybrid' way of working (whereby some staff are office-based and some are working remotely).</p> <p>Lead department: Digital Transformation and IT Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 16</p>
3 N+	<p>Update the council's Medium Term Financial Plan to account for the financial impact of the pandemic and take any necessary mitigating action, including planning new savings programmes where required. Investigate innovative funding models available to cities globally and ensure all potential funding streams for major city projects are exploited.</p> <p>Lead department: Finance Cabinet Member: Finance, Governance and Performance</p>
4 N+	<p>Take new actions to address all forms of inequality, but with a specific focus on race equality. Make more use of tactics such as Positive Action to increase diversity in our workforce and improve representation of all groups within our leadership.</p> <p>Lead department: Policy, Strategy and Partnerships Cabinet Member: Communities, Equalities and Public Health Sustainable Development Goal(s): SDG 16</p>
5 N+	<p>Review the principles which underpin the council's organisational design, ensuring that it is able to prioritise effectively and update its programme of transformation projects to best support recovery and renewal.</p> <p>Lead department: Policy, Strategy and Partnerships Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 16</p>
6 N+	<p>Undertake more workforce planning including skills-mapping and talent management programmes to help make sure we can quickly and effectively redeploy staff to work in new departments or roles if we need to.</p> <p>Lead department: Workforce and Change Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 8; SDG 16</p>

How will we measure success for this key commitment?

Bristol City Council (BCC) owned measures:

- Average number of working days lost to sickness
- Percentage of staff reporting they have the equipment to do their work effectively
- Forecast level of Bristol City Council financial reserves

Note – these measures are provisional and subject to change as the Recovery and renewal work develops

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 will:

- Make sure that every child gets the best possible start in life
- Minimise rough sleeping and homelessness in Bristol and enable citizens in need of housing to access affordable, needs-based accommodation
- Make sure that vulnerable people in the city continue to be protected and cared for
- Work 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:

- Covid-19 and its impact on people, particularly vulnerable groups.
- Population growth – which leads to an increased demand for the services we provide
- Limited resources – supporting people to be involved in their communities requires resource
- Changes in the law – new or additional responsibilities or pressures on services (for example, Welfare Reform; The Care Act)
- Working with a wide range of partners and organisations – working collaboratively, both inside and outside Bristol's boundaries (e.g. in Health and Social Care) takes time and effort on all sides to succeed
- Inequalities – these 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 2020/21 and how we will measure overall outcomes.

Empowering and Caring in 2020/21

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:

<p>1 →</p>	<p>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>Lead department: Children and Families; Education and Skills Cabinet Member: Children and Young People One City Approach – relevant to: Health and Wellbeing Board; Learning and Skills Board Sustainable Development Goal(s): SDG 3; SDG 4</p>
<p>2 N+</p>	<p>Improve outcomes relating to health, education and social care for children with SEND. We will produce a required Written Statement of Action* that will detail how the local area will address issues of identified weakness, following the Ofsted report in 2019.</p> <p>Lead department: Education and Skills; Children and Families Cabinet Member: Education and Skills; Children and Young People One City Approach – relevant to: Learning and Skills Board; Health and Wellbeing Board Sustainable Development Goal(s): SDG 3; SDG 4; SDG 10</p>
<p>3 →</p>	<p>Review our performance against the priorities set out in the Corporate Parenting Strategy* and Pledge to Children in Care and Care Leaver. We will:</p> <ul style="list-style-type: none"> • Make sure services are connected and children get the right help at the right time, including those who live at home; • Implement a rapid response service that provides out of hours support for looked-after children and those on the edge of care or custody; • Protect the most at risk of harm by working with the police, health service and other partners; • Make sure young people get the right support to help them become adults and achieve positive post-16 outcomes in training, education and employment; • Explore how the term 'Care Experienced' can be considered in the same way as a protected characteristic*; • Develop a record system to enable joint working and information sharing, including with families. <p>Lead department: Children and Families Cabinet Member: Children and Young People One City Approach – relevant to: Health and Wellbeing Board Sustainable Development Goal(s): SDG 3; SDG 4; SDG 16</p>

<p>4</p> <p>➔</p>	<p>Develop the offer the city makes to its foster carers, children in care and care leavers. We will:</p> <ul style="list-style-type: none"> • Support partners to become Fostering Friendly Employers; • Work with organisations to provide access to cultural, sporting and other opportunities for children in care, care leavers and fostering families; • Review fostering allowances and support arrangements.
	<p>Lead department: Children and Families Cabinet Member: Children and Young People One City Approach – relevant to: Health and Wellbeing Board</p>
<p>5</p> <p>➔</p>	<p>As part of our contextual safeguarding response to harm outside the family, work to prevent serious youth violence, gang-related 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>Lead department: Children and Families Cabinet Member: Children and Young People; Communities, Equalities and Public Health One City Approach – relevant to: Health and Wellbeing Board; Homes and Communities Board Sustainable Development Goal(s): SDG 16</p>
<p>6</p> <p>➔</p>	<p>Develop a city-wide response and training programme to identify and reduce Adverse Childhood Experiences (ACE)*. We will support work to become an ACE aware city – with 20 percent of the public sector workforce trained in trauma informed practice.</p>
	<p>Lead department: Children and Families; Public Health; One City Goal Cabinet Member: Children and Young People One City Approach – relevant to: Health and Wellbeing Board Sustainable Development Goal(s): SDG 5; SDG 10; SDG 16</p>
<p>7</p> <p>➔</p>	<p>Deliver priorities related to children in care as set out in the Strengthening Families and Ofsted improvement plans. We will:</p> <ul style="list-style-type: none"> • Provide new, smaller children's homes that will help us to reduce the number of children who are placed out of Bristol; • Improve permanency arrangements by increasing the availability of local fostering, special guardianship and adoption for those children who need our care; • Pilot a therapeutic approach to stabilise and strengthen placements for children in care; • Support transition from care for those who can return to their birth families.
	<p>Lead department: Children and Families Cabinet Member: Children and Young People One City Approach – relevant to: Health and Wellbeing Board</p>
<p>8</p> <p>➔</p>	<p>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>Lead department: Children and Families Cabinet Member: Children and Young People One City Approach – relevant to: Health and Wellbeing Board</p>

9 N+	Review alternative learning provision for pupils who can't attend mainstream educational settings because of health, emotional or behavioural reasons, to make sure the right provision is available and used appropriately.
	Lead department: Education and Skills Cabinet Member: Education and Skills One City Approach – relevant to: Learning and Skills Board Sustainable Development Goal(s): SDG 4
10 →	Develop 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.
	Lead department: Children and Families Cabinet Member: Children and Young People One City Approach – relevant to: Health and Wellbeing Board; Homes and Communities Board
11 N+	Bring together how the council buys children's services such as social care, educational (SEND) placements and home to school transport. We will develop a single framework with health partners to allow children and families to inform the decisions about the services that affect them.
	Lead department: Children and Families; Education and Skills Cabinet Member: Children and Young People; Education and Skills One City Approach – relevant to: Health and Wellbeing Board; Learning and Skills Board

How will we measure success for this key commitment?

Bristol City Council (BCC) owned measures:

- Currently all high level measures for this theme are focussed on city-wide outcomes

City-wide measures that BCC contributes to:

- Reduce the percentage of children that become the subject of a Child Protection Plan for a second or subsequent time
- Increase the take-up of free early educational entitlement by eligible two year olds
- Increase the percentage of children achieving a good level of development at Early Years Foundation Stage
- Key stage 4: Improve the average GCSE Attainment 8 score for Children in Care pupils

[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

Key Commitment 2:

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

Actions:

<p>1 ➔</p>	<p>Reduce the use and cost of temporary accommodation by increasing the supply of private rented accommodation and other alternatives. 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>Lead department: Housing and Landlord Services; One City Goal Cabinet Member: Housing One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 11</p>
<p>2 N+</p>	<p>Take forward health initiatives that support people who are at risk of becoming homeless. We will work with other agencies to address drug and alcohol misuse and develop mental health and housing pilot initiatives.</p> <p>Lead department: Public Health Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Homes and Communities Board; Health and Wellbeing Board Sustainable Development Goal(s): SDG 3; SDG 11</p>

How will we measure success for this key commitment?

Bristol City Council (BCC) owned measures:

- Increase the number of households where homelessness is prevented
- Reduce the number of households in temporary accommodation

City-wide measures that BCC contributes to:

- Reduce the number of people sleeping rough on a single night in Bristol – BCC quarterly count

[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

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:

1



Embed the outcomes from the Better Lives Programme by continuing to make sure people live as independently as possible, remain living at home and play a valuable role within communities. We will:

- Work to increase capacity in home care support, providing care for older people living in their own homes;
- Deliver care services that provide support for a short time to help people recover and increase their independence;
- Maximise the use of technology to ensure people are as independent as possible;
- Provide self-directed support including direct payments of money so people can buy their own support.

These activities will respond to the needs of citizens, promote independence and help to return people home more quickly after a hospital stay.

Lead department: **Adult Social Care**

Cabinet Member: **Adult Social Care**

One City Approach – relevant to: **Health and Wellbeing Board; Homes and Communities Board**

Sustainable Development Goal(s): **SDG 11**

2



Increase the use of housing aids and adaptations, including technology-enabled care (TEC), to help people live independent lives.

Lead department: **Housing and Landlord Services**

Cabinet Member: **Housing**

One City Approach – relevant to: **Health and Wellbeing Board; Homes and Communities Board**

Sustainable Development Goal(s): **SDG 10; SDG 11**

3



Launch pilots in Bristol that will explore a community based approach to adult social care. This model will make sure that organisations have the opportunity to deliver support in partnership with others and will help citizens remain independent in their communities.

Lead department: **Adult Social Care**

Cabinet Member: **Adult Social Care**

One City Approach – relevant to: **Health and Wellbeing Board; Homes and Communities Board**

Sustainable Development Goal(s): **SDG 11**

4



Support adults with learning difficulties and autism to stay independent in their communities by developing an agreed approach to funding and [out-of-area placements*](#). We will do this by working together with partners including Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (BNSSG).

Lead department: **Adult Social Care**

Cabinet Member: **Adult Social Care**

One City Approach – relevant to: **Health and Wellbeing Board**

Sustainable Development Goal(s): **SDG 11**

5 N+	<p>Record Autism in the social care data set and engage with the Autistic community to inform future priorities and planning.</p> <p>Lead department: Adult Social Care Cabinet Member: Adult Social Care One City Approach – relevant to: Health and Wellbeing Board Sustainable Development Goal(s): SDG 4</p>
6 →	<p>Protect those most at risk by working collaboratively to deliver safeguarding arrangements. We will deliver this in partnership with the police, health and other partners through the Keeping Bristol Safe Partnership.*</p> <p>Lead department: Children and Families; Public Health Cabinet Member: Children and Young People; Communities, Equalities and Public Health One City Approach – relevant to: Health and Wellbeing Board; Homes and Communities Board Sustainable Development Goal(s): SDG 5; SDG 16</p>

How will we measure success for this key commitment?

Bristol City Council (BCC) owned measures:

- Increase the percentage of people who contact Adult Social Care and then receive Tiers 1 and 2 services
- Increase the number of disabled people enabled to live more independently through home adaptations

City-wide measures that BCC contributes to:

- Reduce the permanent admissions aged 65+ to residential and nursing care, per 100,000 population
- 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 at home 91 days after discharge from hospital into reablement / rehabilitation

[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

Key Commitment 4:

Prioritise community development and enable people to support their community

Actions:

1 →	<p>Work in partnership with communities to increase the supply of housing by providing sites for development to Goram Homes*, housing associations, community led housing associations and self-builders. We will also offer a range of support to community groups and our land may be provided for this in areas including Lawrence Weston, Redcliffe, Southmead and Lockleaze.</p>
	<p>Lead department: Development of Place Cabinet Member: Housing One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 11; SDG 17</p>
2 N+	<p>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>Lead department: Commercialisation and Citizens Services Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 11; SDG 16; SDG 17</p>
3 N+	<p>Implement the ‘Moving Forward Together’* programme that will deliver a modern housing service. Our service will be built on continuing engagement and co-design with both tenants and council employees.</p>
	<p>Lead department: Housing and Landlord Services Cabinet Member: Housing One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 11; SDG 17</p>
4 →	<p>Identify at least two neighbourhood areas from which to develop a council-wide approach to working with communities and fostering collaboration with citizens.</p>
	<p>Lead department: Commercialisation and Citizens Services Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 11; SDG 17</p>
5 →	<p>Develop opportunities to volunteer in local green spaces or estates. We will identify activities to enhance and improve areas, whilst also developing a skills base within local communities.</p>
	<p>Lead department: Management of Place Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Environmental Sustainability Board; Homes and Communities Board Sustainable Development Goal(s): SDG 11; SDG 15</p>

6

N+

Pilot ethical collection measures for council tax, with the aim of reducing the use of enforcement agents.

Lead department: **Finance**

Cabinet Member: **Finance, Governance and Performance**

One City Approach – relevant to: **Homes and Communities Board**

Sustainable Development Goal(s): **SDG 16**

How will we measure success for this key commitment?

Bristol City Council (BCC) owned measures:

- Currently all high level measures for this theme are focussed on city-wide outcomes

City-wide measures that BCC contributes to:

- Increase the percentage of people who volunteer or help out in their community at least three times a year
- Reduce the percentage of people who lack the information to get involved in their community
- Levels of engagement with Community development work

[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

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



1. New homes investment for care services linking into the Strengthening Families and Better Lives programme.
2. Equipment and adaptations for children with disabilities.
3. Investment to support local communities' assets.

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?

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

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

- Covid-19 and its major impact on world, UK and local economies and communities
- 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
- Gentrification – this is 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 house-building challenges – 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
- The impact of Brexit – uncertainty regarding the national and local economy has implications for future investment in the city
- Partner organisations – the need to support some of the commitments that we cannot deliver alone
- Inequalities – these 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:

1 →	<p>Progress the delivery of an up-to-date Bristol Local Plan* that identifies enough land for housing to meet need and makes sure affordable housing is delivered. This will support us to deliver 2,000 new homes, with 800 affordable homes each year. We will continue to develop strategic planning policies working with the West of England Combined Authority (WECA) and neighbouring authorities.</p>
	<p>Lead department: Development of Place Cabinet Member: Spatial Planning and City Design; Housing One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 11; SDG 16; SDG 17</p>
2 →	<p>Continue to plan for and deliver homes in major areas of Growth & Regeneration including Temple Quarter and Western Harbour as well as housing delivery in Hengrove Park, Lockleaze, Central Southmead and other identified locations.</p>
	<p>Lead department: Development of Place; Economy of Place Cabinet Member: Housing; Spatial Planning and City Design One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 11; SDG 17</p>
3 →	<p>Deliver a Housing Revenue Account (HRA) housing delivery programme* that is focussed on increasing stock by building new homes and increasing the supply of affordable housing.</p>
	<p>Lead department: Housing and Landlord Services; Development of Place Cabinet Member: Housing One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 11</p>
4 N ⁺	<p>Commission a city-wide housing needs survey to clarify housing need for all tenures at a city and neighbourhood level. We will establish the mix, unit size and property requirements of Bristol communities to inform the council's housing strategy and area regeneration.</p>
	<p>Lead department: Development of Place Cabinet Member: Housing; Spatial Planning and City Design One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 11</p>
5 →	<p>Bring forward a number of pioneering Modern Methods of Construction housing schemes to demonstrate Bristol as a national exemplar for delivering sustainable, affordable housing at pace.</p>
	<p>Lead department: Development of Place; One City Goal Cabinet Member: Housing One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 8; SDG 9; SDG 11</p>

<p>6</p> <p>N+</p>	<p>Increase the density of new developments, while delivering high quality places, by using urban living planning guidance.</p> <p>Lead department: Development of Place Cabinet Member: Housing One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 11</p>
<p>7</p> <p>N+</p>	<p>Deliver a report on the condition and location of private rented properties for potential future licensing schemes. We will increase enforcement against poor landlords and focus on bringing empty private homes back into use.</p> <p>Lead department: Housing and Landlord Services Cabinet Member: Housing One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 11; SDG 16; SDG 17</p>

How will we measure success for this key commitment?

Bristol City Council (BCC) owned measures:

- Increase percentage of major residential planning applications processed within 13 weeks (or as otherwise agreed)
- Reduce the number of empty council properties

City-wide measures that BCC contributes to:

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

[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

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 Make sure education settings implement SEND and Health and Social Care provision so that children and young people receive the right level of support. We will:

N⁺

- Deliver a [Written Statement of Action](#)*, following the local area Ofsted inspection;
- Continue to induct new staff into the SEND and psychology teams as part of a wider city training programme in relation to SEND and additional needs;
- Develop a commissioning strategy and capital programme for SEND services.

Lead department: **Education and Skills**

Cabinet Member: **Education and Skills; Children and Young People**

One City Approach – relevant to: **Learning and Skills Board; Health and Wellbeing Board**

Sustainable Development Goal(s): **SDG 4; SDG 10**

2 In response to the new Ofsted framework rolled out nationally, we will work with partners through the Excellence in Schools group to identify city-wide priorities for improvement; assess the performance of schools to identify those that require support; and collaborate to provide this support for vulnerable schools.

N⁺

Lead department: **Education and Skills; One City Goal**

Cabinet Member: **Education and Skills**

One City Approach – relevant to: **Learning and Skills Board**

Sustainable Development Goal(s): **SDG 4; SDG 17**

3 Work with all our educational bodies, young people and carers to make sure we have identified outcomes for all pupils with additional needs. We will also strengthen transition points for the most vulnerable children and young people in order to ensure successful inclusion at school.

→

Lead department: **Education and Skills**

Cabinet Member: **Education and Skills; Children and Young People**

One City Approach – relevant to: **Learning and Skills Board; Health and Wellbeing Board**

Sustainable Development Goal(s): **SDG 4; SDG 10**

4 Develop a city-wide attendance strategy and complete a sector led review of fixed term school exclusions to improve outcomes for Black, Asian and minority ethnic pupils, disadvantaged pupils and pupils with SEND.

N⁺

Lead department: **Education and Skills**

Cabinet Member: **Education and Skills**

One City Approach – relevant to: **Learning and Skills Board; Health and Wellbeing Board**

Sustainable Development Goal(s): **SDG 4; SDG 10**

5 Design and implement a new school improvement offer for all maintained schools and academies for 2020-21 with SEND and disadvantage as a priority. We will make sure that schools are provided with appropriate support and challenge to improve education outcomes for all pupils.

N⁺

Lead department: **Education and Skills**

Cabinet Member: **Education and Skills**

One City Approach – relevant to: **Learning and Skills Board**

Sustainable Development Goal(s): **SDG 4**

<p>6</p> <p>N+</p>	<p>Implement 'Project Reception' across 50 primary schools to develop high quality, confident Early Years Foundation Stage* (EYFS) leadership.</p> <p>Lead department: Education and Skills Cabinet Member: Education and Skills One City Approach – relevant to: Learning and Skills Board Sustainable Development Goal(s): SDG 4</p>
<p>7</p> <p>→</p>	<p>Work with schools to make sure admissions policies are compliant and clear, and that sufficient education places are available through the delivery of our educational capital programmes. This work will include:</p> <ul style="list-style-type: none"> • the free school programme • the secondary school expansion programme • the early years programme • the special educational needs programme. <p>Lead department: City Office with Children and Families Cabinet Member: Mayor; Children and Young People One City Approach – relevant to: Learning and Skills Board Sustainable Development Goal(s): SDG 4; SDG 10</p>

How will we measure success for this key commitment?

Bristol City Council (BCC) owned measures:

- Percentage of final Education Health Care Plans issued, to children with Special Educational Needs or Disability, within 20 weeks including exception cases

City-wide measures that BCC contributes to:

- Key Stage 2: Increase the percentage of pupils achieving the expected standard in reading, writing and maths
- Key Stage 2: Increase the percentage of disadvantaged pupils achieving the expected standard in reading, writing and maths
- Key Stage 4: Improve the Average GCSE Attainment 8 score per pupil
- Key Stage 4: Reduce the GCSE Attainment 8 points gap between disadvantaged and non-disadvantaged pupils
- Improve Bristol Schools' pupil attendance
- Increase percentage of schools and settings rated 'Good' or better by Ofsted (all phases)

[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

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 →	<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>Lead department: Economy of Place; Management of Place; One City Goal Cabinet Member: Mayor; Transport and Energy One City Approach – relevant to: Transport Board; Economy Board Sustainable Development Goal(s): SDG 8; SDG 9; SDG 11; SDG 13; SDG 17</p>
2 →	<p>Continue the Bristol WORKS Programme, as part of an integrated West of England Careers Hub, to increase the number of pre-16 experience of work opportunities and careers advice that will provide insights into local industries with skills shortages and opportunities, such as the green economy and the health and care sector.</p>
	<p>Lead department: Children and Young People; One City Goal Cabinet Member: Education and Skills One City Approach – relevant to: Economy Board; Learning and Skills Board Sustainable Development Goal(s): SDG 3; SDG 8; SDG 9; SDG 13</p>
3 →	<p>Work with WECA, Invest in Bristol and Bath and local networks to attract business investment that contributes to inclusive growth. We will deliver regeneration and development of council land and property, leading to the creation of jobs, investment and opportunities.</p>
	<p>Lead department: Economy of Place Cabinet Member: Mayor One City Approach – relevant to: Economy Board Sustainable Development Goal(s): SDG 8; SDG 10; SDG 11; SDG 17</p>
4 →	<p>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>Lead department: Children and Young People Cabinet Member: Education and Skills; Children and Young People One City Approach – relevant to: Learning and Skills Board; Health and Wellbeing Board Sustainable Development Goal(s): SDG 4; SDG 8; SDG 10; SDG 11; SDG 16; SDG 17</p>
5 N+	<p>Provide a range of targeted activity to support young people and adults with learning difficulties up to retirement age achieve paid employment. This will include careers advice, experience of work, skills development, supported internships and community enterprise.</p>
	<p>Lead department: One City Goal; Education and Skills Cabinet Member: Education and Skills One City Approach – relevant to: Learning and Skills Board; Health and Wellbeing Board Sustainable Development Goal(s): SDG 4; SDG 8; SDG 10</p>

6



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.

Lead department: **Economy of Place; Education and Skills**

Cabinet Member: **Education and Skills**

One City Approach – relevant to: **Economy Board; Learning and Skills Board**

Sustainable Development Goal(s): **SDG 4; SDG 8; SDG 9; SDG 10**

How will we measure success for this Key Commitment?

Bristol City Council (BCC) owned measures:

- Increase the total number of apprenticeships created and managed by Bristol City Council
- Increase the percentage of Bristol City Council Apprenticeship Levy spent

City-wide measures that BCC contributes to:

- Reduce the percentage of young people of academic age 16 to 17 years who are Not in Employment, Education or Training (NEET) or destination unknown
- Improve the percentage of 17 to 18 year old care leavers in Employment, Education or Training (EET)
- Increase experience of work opportunities for priority groups

[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

Key Commitment 4:

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

Actions:

1 →	Continue to invest in the voluntary and community sector through the Bristol Impact Fund to deliver life-improving projects to help the city's most disadvantaged people, pending Cabinet approval.
	Lead department: Commercialisation and Citizens Services Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Economy Board; Homes and Communities Board Sustainable Development Goal(s): SDG 10; SDG 11; SDG 17
2 →	Work with the University of Bristol and city partners to deliver the 'Everyday Integration' research project on improving integration across Bristol by exploring how citizens and communities share spaces and move around the city. We will continue our role as an Inclusive City by strengthening our ability to welcome and integrate newcomers in the city.
	Lead department: Commercialisation and Citizens Services Cabinet Member: Mayor; Communities, Equalities and Public Health One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 4; SDG 10; SDG 11; SDG 16; SDG 17
3 N ⁺	Continue a review of social housing lets, including an initial city-wide assessment of who social housing is for and the impact of lettings decisions on communities. This will shape proposals for a full public consultation and will support the creation of sustainable and mixed communities.
	Lead department: Housing and Landlord Services Cabinet Member: Housing One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 11
4 N ⁺	Drive the adoption of an updated community and cross-sector approach to tackle hate crime, to help the council and agencies to co-ordinate prevention activities and reduce hate crime, whilst establishing a new model of community safety across the city.
	Lead area(s): One City Goal; Public Health Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 10; SDG 16; SDG 17
5 N ⁺	Update the Gypsy and Traveller Accommodation Assessment (GTAA) to identify the accommodation shortfall for permanent and temporary pitches for gypsies and travellers.
	Lead department: Housing and Landlord Services Cabinet Member: Communities, Equalities and Public Health; Housing One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 10; SDG 11; SDG 16; SDG 17
6 →	Work in partnership with our Mayoral Commissions, Bristol Equality Network* and equalities groups e.g. Voice and Influence Partnership* to achieve a measurable increase in the extent to which communities facing inequality can share in and contribute to the city's success.
	Lead area(s): Policy, Strategy and Partnerships Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Homes and Communities Board; Economy Board Sustainable Development Goal(s): SDG 5; SDG 10; SDG 11

How will we measure success for this key commitment?

Bristol City Council (BCC) owned measures:

- Currently all high level measures for this theme are focussed on city-wide outcomes

City-wide measures that BCC contributes to:

- Increase the percentage of people who feel they belong to their neighbourhood
- Reduce the percentage of people who have noted “mainly negative effects” from gentrification
- Number of hate crimes recorded

[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

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 the release of land, as part of the Housing Delivery Programme and Goram Homes, the council’s housing company. This includes significant investment in new council housing via the council’s Housing Revenue Account.
2. Strategic property development for the Enterprise Zone area covering Engine Shed 2, Temple Square and Station Approach and re-development works at Cattle Market Road.
3. Regeneration projects within the Avonmouth and Lawrence Weston ward.
4. Preparatory design work as part of the emerging Western Harbour regeneration strategy.
5. 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 connections between people and places, 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?

- Give people a range of transport options that connect them to jobs and related opportunities such as education, training and cultural activities
- Make progress towards being the best possible digitally connected city
- Make progress towards tackling our air quality challenges by providing sustainable and clean transport options
- Reduce social and economic isolation
- Help 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 – the hills, river crossings, rail lines and 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 – to deliver, we need for further investment in our transport infrastructure, which cannot be guaranteed
- Digital exclusion – this 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 – these exist across the city and impact on transport options for many people, and 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:

1 →	Secure high quality transport infrastructure and services for the future. This will be achieved by delivering projects identified in the Joint Local Transport Plan. We will transform systems to more sustainable forms of transport and take forward the Local Cycling and Walking Infrastructure Plan and West of England Bus Strategy, aligning them to city transport plans.
	Lead department: Economy of Place Cabinet Member: Mayor; Transport and Energy One City Approach – relevant to: Transport Board Sustainable Development Goal(s): SDG 9; SDG 11; SDG 17
2 N+	Work with the West of England Combined Authority on the progression of a business case to outline a preferred option for a regional <u>mass transit system</u> *. This will be key to meeting our targets for carbon reduction and connecting people to jobs.
	Lead department: Economy of Place Cabinet Member: Mayor One City Approach – relevant to: Transport Board; Environmental Sustainability Board Sustainable Development Goal(s): SDG 8; SDG 9; SDG 11; SDG 13; SDG 17
3 →	Support bus services across the city through improving infrastructure and working with operators to provide additional services, linking these to specific improvements through deals where relevant, improving first/last mile connections to journeys.
	Lead department: Economy of Place Cabinet Member: Mayor; Transport and Energy One City Approach – relevant to: Transport Board Sustainable Development Goal(s): SDG 9; SDG 11
4 →	Promote a shift to sustainable and active transport via businesses, schools and communities. This will be achieved through behaviour change programmes, information and road safety initiatives and increasing the range of sustainable travel options available.
	Lead department: Management of Place; Economy of Place Cabinet Member: Transport and Energy One City Approach – relevant to: Transport Board; Environmental Sustainability Board Sustainable Development Goal(s): SDG 3; SDG 4; SDG 9; SDG 11
5 →	Progress the Temple Quarter projects identified through the masterplan that will improve connectivity at a local, regional and national level.
	Lead department: Economy of Place Cabinet Member: Strategic Planning and City Design One City Approach – relevant to: Transport Board; Economy Sustainable Development Goal(s): SDG 9; SDG 11; SDG 17

6 N+	<p>Work towards delivery of a new rail station and expansion of the Park and Ride site at Portway. This will remove cars from the city centre, improving the environment and reducing congestion.</p> <p>Lead department: Economy of Place Cabinet Member: Transport and Energy One City Approach – relevant to: Transport Board Sustainable Development Goal(s): SDG 3; SDG 9; SDG 11; SDG 13; SDG 14; SDG 15</p>
7 →	<p>Work with WECA to explore regional traffic modelling through the Operations Centre* on behalf of neighbouring councils, leading to a reduction in congestion and better traffic management.</p> <p>Lead department: Management of Place Cabinet Member: Finance, Governance and Performance One City Approach – relevant to: Transport Board Sustainable Development Goal(s): SDG 9; SDG 11; SDG 17</p>

How will we measure success for this Key Commitment?

Bristol City Council (BCC) owned measures:

- Currently all high level measures for this theme are focussed on city-wide outcomes

City-wide measures that BCC contributes to:

- Increase the number of single journeys on Park and Ride into Bristol
- Increase the number of passenger journeys on buses
- Improve journey time reliability during the morning peak travel period

[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

Key Commitment 2:

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

Actions:

1 N ⁺	<p>Establish a pilot for the Social Housing Broadband Project. This will work with telecommunication companies on installing full-fibre connections into council flats and will contribute to a goal that everyone living in social housing has access to affordable, ultra-fast broadband.</p>
	<p>Lead department: Housing and Landlord Services Cabinet Member: Housing One City Approach – relevant to: Housing and Communities Board Sustainable Development Goal(s): SDG 9</p>
2 N ⁺	<p>Implement and embed a Technology Enabled Care Service* that provides care for patients with long term conditions that is convenient, accessible and cost-effective, maximising the use of digital technology to ensure people are as independent as possible.</p>
	<p>Lead department: Adult Social Care Cabinet Member: Adult Social Care One City Approach – relevant to: Housing and Communities Board Sustainable Development Goal(s): SDG 3; SDG 9; SDG 11</p>
3 →	<p>Continue to include more people in digital connectivity opportunities by providing, for example, community learning digital skills courses.</p>
	<p>Lead department: Education and Skills Cabinet Member: Education and Skills One City Approach – relevant to: Economy Board Sustainable Development Goal(s): SDG 4; SDG 9; SDG 11</p>
4 →	<p>Expand the roll out of fibre broadband infrastructure, improving digital connectivity that will help close the digital divide in the city and help tackle social inclusion.</p>
	<p>Lead department: Management of Place Cabinet Member: Finance, Governance and Performance One City Approach – relevant to: Economy Board; Homes and Communities Board Sustainable Development Goal(s): SDG 9</p>

How will we measure success for this Key Commitment?

Bristol City Council (BCC) owned measures:

- Increase the number of people able to access care and support through the use of Technology Enabled Care

City-wide measures that BCC contributes to:

- Improve the percentage of premises that have access to Gigabit capable full fibre
- Increase the percentage of people living in deprived areas who have access to the internet at home

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

Key Commitment 3:

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

Actions:

1 N⁺	<p>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 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>Lead department: Economy of Place; One City Goal Cabinet Member: Mayor One City Approach – relevant to: Economy Board Sustainable Development Goal(s): SDG 5; SDG 8; SDG 10</p>
2 →	<p>Embed social value into the way the council purchases goods and services, supporting local voluntary and private organisations to take small steps to measure and report on the social good that comes from their services or activities.</p>
	<p>Lead department: Finance Cabinet Member: Finance, Governance and Performance One City Approach – relevant to: Economy Board Sustainable Development Goal(s): SDG 12; SDG 17</p>
3 N⁺	<p>Play a significant role in establishing the Western Gateway partnership, a cross-border economic “powerhouse” with authorities and organisations across western England and south Wales. This partnership will set out the economic narrative and needs for the area, helping attract income and investment from our government(s) and private investors.</p>
	<p>Lead department: Policy, Strategy and Partnerships; Economy of Place Cabinet Member: Mayor One City Approach – relevant to: Economy Board; Learning and Skills Board; Environmental Sustainability Board; Homes and Communities Board; Transport Board Sustainable Development Goal(s): SDG 8; SDG 11; SDG 17</p>
4 →	<p>Expand Bristol's employment support programme, targeting those facing complex barriers to employment, those in low paid work and those at risk of redundancy.</p>
	<p>Lead department: Education and Skills; One City Goal Cabinet Member: Education and Skills One City Approach – relevant to: Learning and Skills Board; Economy Board Sustainable Development Goal(s): SDG 4; SDG 5; SDG 8; SDG 10</p>

<p>5</p> <p>N+</p>	<p>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 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>Lead department: Economy of Place Cabinet Member: Finance, Governance and Performance One City Approach – relevant to: Economy Board Sustainable Development Goal(s): SDG 8; SDG 11; SDG 17</p>
<p>6</p> <p>→</p>	<p>Support city partners to improve mental health and wellbeing across their workplaces. This will include training community champions, and increasing the knowledge of support available. We will encourage organisations to adopt the Mental Health at Work standards* that employers can follow to promote better mental health.</p> <p>Lead department: Public Health; One City Goal Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Economy Board; Connectivity Board Sustainable Development Goal(s): SDG 8; SDG 11; SDG 17</p>
<p>7</p> <p>→</p>	<p>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>Lead department: Education and Skills Cabinet Member: Education and Skills One City Approach – relevant to: Economy Board; Health and Wellbeing Board Sustainable Development Goal(s): SDG 3; SDG 17</p>
<p>8</p> <p>N+</p>	<p>Support a range of enterprise programmes, including:</p> <ul style="list-style-type: none"> • Manage delivery of the South Bristol Enterprise Support project that will offer support for new and existing social enterprises in a range of sectors; • Develop a three-year programme for business start-up and early stage support, specifically targeting north and east Bristol; • Continue to support the Black South West Network's enterprise hub. <p>Lead department: Economy of Place Cabinet Member: Finance, Governance and Performance One City Approach – relevant to: Economy Board Sustainable Development Goal(s): SDG 8 ; SDG 10</p>

How will we measure success for this key commitment?

Bristol City Council (BCC) owned measures:

- Currently all high level measures for this theme are focussed on city-wide outcomes

City-wide measures that BCC contributes to:

- Increase percentage of people with learning difficulties and disabilities known to social care, who are in paid employment
- Increase the number of adults in low pay work and receiving benefits accessing in-work support
- Increase percentage of people who see friends and family as much as they want to

[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

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:

<p>1 →</p>	<p>Strengthen the city's creative sector through a range of activities. Insofar as possible due to Covid-19, we will:</p> <ul style="list-style-type: none"> • Support the development of the new Channel 4 creative hub to enable skills and employment opportunities across the city; • Ensure Bottle Yard Studios continues to play a significant role in the local economy; • Deliver a range of programmes, events and activities focused on using culture as a way of improving the lives of people. <p>Lead department: Economy of Place Cabinet Member: Mayor One City Approach – relevant to: Economy Board Sustainable Development Goal(s): SDG 4; SDG 8; SDG 11</p>
<p>2 N+</p>	<p>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>Lead department: Mayor's Office; Policy, Strategy and Partnerships; Economy of Place Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 10; SDG 11</p>
<p>3 N+</p>	<p>Develop a Transatlantic Slave Trade Legacy action plan by working with communities and partners across the city to ensure stories and narratives from all communities are heard, shared and valued.</p> <p>Lead department: Economy of Place Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Homes and Communities Board Sustainable Development Goal(s): SDG 10; SDG 11</p>
<p>4 N+</p>	<p>Roll out our new consultation and engagement strategy across the council, including piloting new engagement methods such as Citizens' Assemblies.</p> <p>Lead department: Policy, Strategy and Partnerships Cabinet Member: Finance, Governance and Performance One City Approach – relevant to: Homes and Communities Board; Environmental Sustainability Board Sustainable Development Goal(s): SDG 10; SDG 11; SDG 16</p>

5 N+	<p>Create a Youth Panel that is representative of socio-economic and equalities groups in Bristol to bring young people's voices in to assist in decision making.</p> <p>Lead department: Commercialisation and Citizens; Children and Families Cabinet Member: Children and Young People One City Approach – relevant to: Homes and Communities Board; Economy Board Sustainable Development Goal(s): SDG 10; SDG 11; SDG 16</p>
6 N+	<p>Progress the development of a new storage solution to ensure that the cultural collections the council are responsible for are effectively cared for in the long term and made more readily available to the public.</p> <p>Lead department: Economy of Place Cabinet Member: Finance, Governance and Performance One City Approach – relevant to: Homes and Communities Board; Economy Board Sustainable Development Goal(s): SDG 11</p>

How will we measure success for this Key Commitment?

Bristol City Council (BCC) owned measures:

- Ratio of consultation response rate for the most and least deprived 20% of Bristol citizens

City-wide measures that BCC contributes to:

- Increase the percentage of people who feel they can influence local decisions

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

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



1. Key projects including Cycle Ambition funded projects, Better Bus Area Fund, Go Ultra Low city scheme and Bus Shelter replacement scheme.
2. Investing and maintaining highways infrastructure including Redcliffe Bascule bridge and Plimsoll bridge; planned major works to maintain and improve the Chocolate Path; investment in parking facilities across the city; and A4/A4174 and Scotland Lane Road enhancement schemes.
3. Developing a new platform on Severn Beach rail line between Shirehampton and Avonmouth.
4. A variety of projects for passenger transport including supporting improvements in bus services such as use of hybrid vehicles and smart ticketing.
5. Improving digital network 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?

- Managing our response to the Covid-19 pandemic and the ongoing needs of recovery from its impacts
- 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 – this adversely affects people's health and can contribute to premature death
- Climate change – this poses a significant risk for the future resilience of our city (for example in terms of increased flood risk)
- Brexit – uncertainty around policy 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



Continue to adopt the Thrive Bristol whole-city approach to improve mental health and wellbeing for children and adults. We will:

- Develop a new mental health and wellbeing approach within the Healthy Schools Programme*
- Improve student mental health and wellbeing through strengthening pathways of support between education providers, NHS and wider system
- In co-operation with local communities, set up culturally appropriate projects to better understand the support different communities need for good mental health and wellbeing

Design a mental health and housing pilot through a partnership of social care, public health, NHS and other agencies.

Lead department: **Public Health**

Cabinet Member: **Communities, Equalities and Public Health**

One City Approach – relevant to: **Health and Wellbeing Board**

Sustainable Development Goal(s): **SDG 3; SDG 11**

2



Create homes that are suitable for some of the more vulnerable people in the city, including alternative children's home provision and through adult social care and the [Better Lives at Home*](#) programme.

Lead department: **Housing and Landlord Services**

Cabinet Member: **Housing; Adult Social Care**

One City Approach – relevant to: **Health and Wellbeing Board; Homes and Communities Board**

Sustainable Development Goal(s): **SDG 11**

3



Deliver a review of sheltered and supported housing in the city to help improve the mental and physical wellbeing of our residents.

Lead department: **Housing and Landlord Services**

Cabinet Member: **Housing; Adult Social Care**

One City Approach – relevant to: **Homes and Communities; Health and Wellbeing Board**

Sustainable Development Goal(s): **SDG 3; SDG 11**

4



Implement the Healthier Together Five Year Long Term Plan with NHS partners to support citizens to remain in their homes and communities for as long as possible and avoid hospital admissions.

Lead department: **Adult Social Care**

Cabinet Member: **Adult Social Care**

One City Approach – relevant to: **Health and Wellbeing Board**

Sustainable Development Goal(s): **SDG 3; SDG 11**

5 N+	<p>Embed the commitments of our Local Authority Declaration on Healthy Weight* to promote healthy weight. This is part of Alive Bristol, a ‘whole city’ approach that will require collective action across the local authority, NHS, education settings, food businesses, leisure providers, workplaces and communities.</p>
	<p>Lead department: Public Health Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Health and Wellbeing Board; Environmental Sustainability Board Sustainable Development Goal(s): SDG 2; SDG 3; SDG 17</p>
6 →	<p>Produce a drug and alcohol strategy in collaboration with city partners, to reduce drug and alcohol misuse in the city and the harms it causes.</p>
	<p>Lead department: Public Health Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Health and Wellbeing Board Sustainable Development Goal(s): SDG 3; SDG 16</p>
7 N+	<p>Lead the development of a city-wide plan for addressing HIV, aiming to become a ‘Fast Track City’ eliminating HIV through prevention, early identification and treatment.</p>
	<p>Lead department: Public Health Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Health and Wellbeing Board Sustainable Development Goal(s): SDG 3; SDG 17</p>
8 →	<p>Deliver the suicide prevention action plan to increase the number of people with knowledge of mental health. This will include rolling out suicide prevention training and a self-harm prevention programme to our staff and partners.</p>
	<p>Lead department: Public Health Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Health and Wellbeing Board Sustainable Development Goal(s): SDG 3; SDG 17</p>

How will we measure success for this Key Commitment?

Bristol City Council (BCC) owned measures:

- Improve the monthly delayed transfers of care for BCC

City-wide measures that BCC contributes to:

- Reduce the percentage of people in Bristol who report below national average mental wellbeing
- Reduce the rate of alcohol-related hospital admissions per 100,000 population
- Increase percentage of people living in the most deprived areas who do enough regular exercise each week

[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

Key Commitment 2:

Keep Bristol on course to be run entirely on clean energy by 2030 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces

Actions:

1 N ⁺	Integrate our actions on the climate emergency into all council services, strategies, plans, projects and activities through the implementation of the Mayor's Climate Emergency Action Plan* and delivering the council's contribution to the One City Climate Strategy.
	Lead department: Development of Place Cabinet Member: Mayor One City Approach – relevant to: Environmental Sustainability Board Sustainable Development Goal(s): SDG 7; SDG 9; SDG 11; SDG 13
2 →	Progress the City Leap energy partnership to deliver £1bn worth of low carbon, smart energy infrastructure by identifying long-term partners to help deliver a range of infrastructure projects across the city. This will support Bristol on its pathway to carbon neutrality by 2030.
	Lead department: Management of Place; One City Goal Cabinet Member: Transport and Energy One City Approach – relevant to: Environmental Sustainability Board Sustainable Development Goal(s): SDG 7; SDG 9; SDG 13
3 →	Co-ordinate the delivery of heat and energy networks to supply more efficient and lower carbon heat and power to the city including at sites at Castle Park, Old Market and Redcliffe.
	Lead department: Management of Place Cabinet Member: Transport and Energy One City Approach – relevant to: Environmental Sustainability Board Sustainable Development Goal(s): SDG 7; SDG 13
4 N ⁺	Work with city partners on our Clean Air Plan* and take action to ensure that the City reduces levels of Nitrogen Dioxide to legally compliant levels in the shortest time possible.
	Lead department: Development of Place; Economy of Place; One City Goal Cabinet Member: Mayor One City Approach – relevant to: Environmental Sustainability Board; Transport Board Sustainable Development Goal(s): SDG 3; SDG 11
5 →	Introduce an Electric Vehicle (EV) car share and taxi share project, and support the delivery of the West of England EV charging network.
	Lead department: Commercialisation and Citizens Service Cabinet Member: Mayor, Transport and Energy One City Approach – relevant to: Environmental Sustainability Board; Transport Board Sustainable Development Goal(s): SDG 3; SDG 11

6 →	Continue to deliver the Clean Streets campaign, working with Bristol Waste, to tackle fly-tipping, litter, graffiti and other forms of environmental crime through a mix of education and community engagement.
	Lead department: Management of Place; One City Goal Cabinet Member: Mayor; Waste, Commercialisation and Regulatory Services One City Approach – relevant to: Environmental Sustainability Board Sustainable Development Goal(s): SDG 4; SDG 11; SDG 12; SDG 16
7 →	Work to ensure that 50 per cent of all city waste collected is sent for reuse, recycling and composting to contribute to our commitment to moving towards a more ' circular economy '. We will progress the delivery of the Hartcliffe Household Reuse and Recycling Centre.
	Lead department: Management of Place; One City Goal Cabinet Member: Mayor; Waste, Commercialisation and Regulatory Services One City Approach – relevant to: Environmental Sustainability Board Sustainable Development Goal(s): SDG 8; SDG 12; SDG 17
8 N ⁺	Support the areas of opportunity for Bristol's green spaces identified through our Parks Prospectus *. This will seek interest from organisations with ideas for partnering with the council. We will also revise the allotments strategy to attract more tenants from diverse communities.
	Lead department: Management of Place Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Environmental Sustainability Board Sustainable Development Goal(s): SDG 2; SDG 11; SDG 15; SDG 17
9 N ⁺	We will develop a One City Ecological Emergency Strategy with partners and develop our own specific council response to the ecological emergency*, co-ordinating action and embedding it in our plans, policies and services.
	Lead department: Development of Place Cabinet Member: Mayor One City Approach – relevant to: Environmental Sustainability Board Sustainable Development Goal(s): SDG 14; SDG 15; SDG 17

How will we measure success?

Bristol City Council (BCC) owned measures:

- Currently all high level measures for this theme are focussed on city-wide outcomes

City-wide measures that BCC contributes to:

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

[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

Key Commitment 3:

Tackle food and fuel poverty*

Actions:

1 	<p>As part of the Feeding Bristol network, we will work with partners to reduce food and <u>fuel poverty</u>* 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;
	<p>Lead department: Public Health Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Health and Wellbeing Board; Environmental Sustainability Board; Homes and Communities Board Sustainable Development Goal(s): SDG 1; SDG 2; SDG 3; SDG 4; SDG 7</p>
2 	<p>Work with existing community energy champions – including the <u>Warmer Homes Advice Money (WHAM) Project</u>* – to better support people in the community living in fuel poverty. We will continue to maintain heat networks to provide social housing tenants with affordable heat.</p> <p>Lead department: Educational Improvement Cabinet Member: Education and Skills One City Approach – relevant to: Economy Board; Environmental Sustainability Board Sustainable Development Goal(s): SDG 1; SDG 7; SDG 11; SDG 17</p>
3 	<p>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>Lead department: Education and Skills; Public Health Cabinet Member: Communities, Equalities and Public Health; Children and Young Peoples One City Approach – relevant to: Health and Wellbeing Board Sustainable Development Goal(s): SDG 1; SDG 2</p>
4 	<p>Support Bristol’s ambition to become a Gold Award sustainable food city, helping to create a city in which the food we eat is good for people, places and the planet.</p> <p>Lead department: Public Health; One City Goal Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Environment Board; Health and Wellbeing Board Sustainable Development Goal(s): SDG 1; SDG 2; SDG 3; SDG 4; SDG 11; SDG 12; SDG 13</p>

How will we measure success for this Key Commitment?

Bristol City Council (BCC) owned measures:

- Increase number of households in fuel poverty receiving energy and debt advice

City-wide measures that BCC contributes to:

- Reduce the prevalence of child excess weight in 10-11 year-olds
- Increase the number of food outlets holding a 'Bristol Eating Better Award' in priority wards
- Reduce the percentage of households which have experienced moderate or worse food insecurity
- Reduce the percentage of the population living in fuel poverty

[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

Key Commitment 4:

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

Actions:

1

N+

Continue to develop a world-class [cultural offer](#)*. We will:

- 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 and contribute to the emerging WECA Cultural Strategy;
- Develop proposals to host the [UNESCO City of Film](#)* annual conference.

Lead department: **Economy of Place**

Cabinet Member: **Mayor**

One City Approach – relevant to: **Economy Board; Homes and Communities Board; Health & Wellbeing Board; Learning and Skills Board**

Sustainable Development Goal(s): **SDG 8; SDG 11; SDG 17**

2

→

Work with partnerships such as Destination Bristol, the police and night time economy operators to make Bristol a safe place to go at night and to continue to secure our [Purple Flag status](#)*. We will also support a city wide roll out of a safe spaces policy to combat harassment.

Lead department: **Economy of Place; One City Goal**

Cabinet Member: **Communities, Equalities and Public Health**

One City Approach – relevant to: **Homes and Communities Board; Bristol @ Night Panel**

Sustainable Development Goal(s): **SDG 5; SDG 8; SDG 11; SDG 16**

3 →	<p>Work towards the delivery of the next phase of 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>Lead department: Economy of Place Cabinet Member: Mayor One City Approach – relevant to: Economy Board Sustainable Development Goal(s): SDG 11</p>
4 →	<p>Deliver a refreshed Sport and Physical Activity strategy for the city. We will explore:</p> <ul style="list-style-type: none"> • Identifying opportunities where streets could be better utilised for physical activity • Maximising the opportunity to improve leisure centres as a core place where people go to start building more exercise into their daily lives • Increasing awareness of the safe cycling routes for residents
	<p>Lead department: Public Health Cabinet Member: Communities, Equalities and Public Health One City Approach – relevant to: Health and Wellbeing Board Sustainable Development Goal(s): SDG 11</p>

How will we measure success for this key commitment?

Bristol City Council (BCC) owned measures:

- Increase the number of attendances at BCC leisure centres and swimming pools
- Increase the number of visitors to Bristol museums, galleries and archives

City-wide measures that BCC contributes to:

- Increase the percentage of adults in deprived areas who play sport at least once a week
- Increase the percentage of people who take part in cultural activities at least once a month
- Increase the percentage satisfied (in deprived areas) with the range and quality of outdoor events

[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

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



1. Investment in renewable energy schemes including solar energy; expanding Bristol Heat Networks; and making schools more energy efficient.
2. Improvement of parks and green spaces across the city.
3. Building a third Household Waste Recycling Centre at Hartcliffe Way Depot and carrying out health and safety improvements to existing premises.
4. Redevelopment of the building formally known as Colston Hall.
5. Development of the Hawkfield Business Park and the re-location of Bottleyard studios. (Subject to identifying funding.)

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 2020/21, relating to these services.

Organisational Priority 1:

Redesign the council to work effectively as a smaller organisation.

Actions:

1 →	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.
	Lead area(s): Policy, Strategy and Partnerships; Workforce and Change Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 16
2 N ⁺	Formally launch and embed our new Partnership Policy and toolkit for the council. Continue to map our various partnerships to reflect the One City Plan and City Office, taking into account how we make joint decisions and work effectivity on shared city priorities.
	Lead area(s): Policy, Strategy and Partnerships Cabinet Member: Finance, Governance and Performance One City Approach – relevant to: All Boards Sustainable Development Goal(s): SDG 16; SDG 17
3 N ⁺	Develop and embed the Information Governance Service (IGS) and compliance framework, to provide an over-arching approach on how information is created and processed, and reflecting the requirements of remote working.
	Lead area(s): Legal and Democratic Services Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 16
4 →	Continue to review and refresh the organisation's constitution 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 Sustainable Development Goal(s): SDG 16
5 →	Provide public affairs and policy specialist guidance to all areas of the council including:
	<ul style="list-style-type: none"> • Support our policy positioning on key issues to influence the external policy environment and bring that learning into the council's approach; • Prepare for the end of the UK's transition period having exited the European Union; • Focus our efforts on encouraging take-up of the EU Settlement Scheme and national policies around devolution, funding and immigration.
	Lead area(s): Policy, Strategy and Partnerships Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 16; SDG 17

6



Review all Admin and Business Support (ABS) tasks currently being completed across identified council departments, with a view to centralising this activity to create a consistent offer across all directorates.

Lead area(s): **Workforce and Change**

Cabinet Member: **Finance, Governance and Performance**

Sustainable Development Goal(s): **SDG 16**

How will we measure success for this Key Commitment?

Bristol City Council (BCC) owned measures:

- Increase the satisfaction of citizens with our services
- Maintain appropriate staff turnover

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

Organisational Priority 2:

Equip our colleagues to be as productive and efficient as possible

Actions:

1

N⁺

Deliver the objectives set out in year two of our [Organisational Improvement Plan*](#) (Workforce Strategy), to equip our staff to perform at their best and ensuring it's a healthy, inclusive and motivated workplace.

Lead area(s): **Workforce and Change**

Cabinet Member: **Finance, Governance and Performance**

Sustainable Development Goal(s): **SDG 3; SDG 4; SDG 16**

2

N⁺

Implement a contract management framework to ensure clear management and review of contracts within the organisation.

Lead area(s): **Finance**

Cabinet Member: **Finance, Governance and Performance**

Sustainable Development Goal(s): **SDG 16**

3

N⁺

Deliver a programme of activities to promote best practice in democratic decision making. This will ensure officers are better supported to understand the procedures around decision making and how they can play a part in embedding efficient procedures and practices.

Lead area(s): **Legal and Democratic Services**

Cabinet Member: **Finance, Governance and Performance**

Sustainable Development Goal(s): **SDG 16**

4 →	Continue to improve the way Bristol tackles challenges, seizes opportunities and raises its global profile by taking part in knowledge exchanges with other world cities, focusing on digital connections to limit non-essential air travel.
	Lead area(s): Policy, Strategy and Partnerships; One City Goal Cabinet Member: Mayor One City Approach – relevant to: Environmental Sustainability Board; Economy Board Sustainable Development Goal(s): SDG 8; SDG 9; SDG 13; SDG 17
5 →	Design and deliver a talent management strategy for council staff with a focus on career progression. Embed the Leadership Framework that sets out the values and behaviours for all staff.
	Lead area(s): Workforce and Change Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 4; SDG 5; SDG 10; SDG 16
6 N+	Improve the ways in which we use data and insight to understand our services. Make improvements to the ways in which we monitor, report and understand our performance across the council.
	Lead area(s): Digital Transformation; Policy, Strategy and Partnerships Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 16
7 N+	Implement new ways of working for repairs and planned housing maintenance services, as part of the Moving Forward Together * programme and linked to the modernisation of our site at Sandy Park. This may include mobile working, in order to deliver better outcomes for both residents and staff.
	Lead area(s): Housing and Landlord Service Cabinet Member: Housing Sustainable Development Goal(s): SDG 16
8 N+	Further develop a set of performance data for the education and skills service, with a specific focus on SEND and inclusion. This will help effectively monitor and report on performance.
	Lead area(s): Education and Skills Cabinet Member: Education and Skills Sustainable Development Goal(s): SDG 4

How will we measure success for this Key Commitment?

Bristol City Council (BCC) owned measures:

- Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days
- Increase the percentage of staff reporting they have the equipment to do their work effectively
- Increase the percentage of staff with a completed annual appraisal

[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

Organisational Priority 3:

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

Actions:

1
→ Build on our annual employee engagement survey and multiple short surveys of staff during the Covid-19 pandemic to best support colleagues. This includes reviewing 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.

Lead area(s): **Workforce and Change**

Cabinet Member: **Finance, Governance and Performance**

Sustainable Development Goal(s): **SDG 16**

2
→ Take forward our Equality and Inclusion Strategy through a variety of activities, both inside the organisation and in our communities. We will:

- 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 LGE Equality Framework for Local Government.

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

Cabinet Member: **Communities, Equalities and Public Health; Finance, Governance and Performance**

Sustainable Development Goal(s): **SDG 5; SDG 10; SDG 16**

3
N+ 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.

Lead area(s): **Workforce and Change**

Cabinet Member: **Communities, Equalities and Public Health; Finance, Governance and Performance**

Sustainable Development Goal(s): **SDG 3**

4
N+ Launch the new recruitment system, ensuring inclusion and equalities are embedded throughout its design and promotion. This will build on existing changes to policy and staff training.

Lead area(s): **Workforce and Change**

Cabinet Member: **Finance, Governance and Performance**

Sustainable Development Goal(s): **SDG 5; SDG 10**

5



Design and implement 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.

Lead area(s): **Workforce and Change**

Cabinet Member: **Finance, Governance and Performance**

How will we measure success for this Key Commitment?

Bristol City Council (BCC) owned measures:

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

[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

Organisational Priority 4:

Be responsible financial managers and explore new commercial ideas

Actions:

- 1
→

Deliver a robust, balanced budget that aligns resources to priority outcomes with clear management arrangements in place including monitoring and review by the Mayor and Cabinet, and Overview and Scrutiny Management Board.

Lead area(s): **Finance**
 Cabinet Member: **Finance, Governance and Performance**
 Sustainable Development Goal(s): **SDG 16**
- 2
→

Deliver our Statement of Accounts, including the Annual Governance Statement and audit review, to make sure the use of our resources is appropriate, efficient and effective.

Lead area(s): **Finance**
 Cabinet Member: **Finance, Governance and Performance**
 Sustainable Development Goal(s): **SDG 16**
- 3
→

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.

Lead area(s): **Commercialisation and Citizens Services**
 Cabinet Member: **Waste, Commercialisation and Regulatory Services; Finance, Governance and Performance**
 Sustainable Development Goal(s): **SDG 16**
- 4
→

Ensure [social value](#)* is considered in relation to all our commissioning and procurement activity. Aim that at least 40 percent is spent on micro, small and medium-size businesses, social enterprises and voluntary/community organisations.

Lead area(s): **Finance**
 Cabinet Member: **Finance, Governance and Performance**
 One City Approach – relevant to: **Economy Board**
 Sustainable Development Goal(s): **SDG 12**
- 5
N+

Conduct a review of the harbour as a key asset for the council. This will lead to a vision for the area including the opportunities that could be created by improved facilities.

Lead area(s): **Commercialisation and Citizens Services**
 Cabinet Member: **Waste, Commercialisation and Regulatory Services**
 Sustainable Development Goal(s): **SDG 14**
- 6
N+

Develop a revised shareholding governance structure that enables the organisation to more effectively manage our interests in our owned companies.

Lead area(s): **Legal and Democratic Services**
 Cabinet Member: **Finance, Governance and Performance**
 Sustainable Development Goal(s): **SDG 16**

7	Refresh the capital programme to align with the One City Plan priorities, our capital strategy, and infrastructure planning.
	Lead area(s): Finance Cabinet Member: Strategic Planning and City Design One City Approach – relevant to: All Boards Sustainable Development Goal(s): SDG 17
8	Provide independent assurance on the effectiveness of our governance, internal control and risk management arrangements.
	Lead area(s): Finance Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 16
9	Set up a fraud data hub that can use data as a tool for identification and prevention of potential fraud. This will also support recovery of social housing when it has been used fraudulently.
	Lead area(s): Finance Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 16
10	Review the structure of the legal service to ensure sufficient capacity and expertise to meet demand and to increase the extent to which the service is self-financing.
	Lead area(s): Legal and Democratic Services Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 16
11	Improve the use of data and intelligence within the council to increase business growth and council tax income. Prepare for a revised business rates retention scheme by 2021.
	Lead area(s): Finance Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 16
12	Improve the speed by which invoices are raised as well as the payment of invoices the organisation itself receives. This will reduce the impact of payment delays on micro and small businesses.
	Lead area(s): Finance Cabinet Member: Finance, Governance and Performance Sustainable Development Goal(s): SDG 8

How will we measure success?

Bristol City Council (BCC) owned measures:

- Increase the percentage of invoices paid on time
- Council Tax collected as a percentage of approved budget
- Non-domestic rates collected as a percentage of approved budget
- Increase the percentage of procurement spend with local 'Micro, Small and Medium sized Enterprises' (SME's)
- Increase the percentage of grant applications, funding bids or contracts that are successful

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

Glossary of useful terms

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

From Covid-19 Recovery and Renewal

Structural Inequality – Structural inequality is defined as a condition where one category of people are attributed an unequal status in relation to other categories of people. This is then reinforced and made worse by unequal relations in roles, functions, decisions, rights, and opportunities.

Golden Key – Golden Key is a partnership between statutory services, commissioners, the voluntary sector and people with lived experience across Bristol. We work together to improve services for Bristol citizens with the most complex needs.

Community Assets – Community assets are the collective resources which individuals and communities have at their disposal to develop effective solutions for social inclusion and improving the health and well-being of citizens. Assets include organisations, associations and individuals.

Comprehensive Spending Review – A Spending Review or Comprehensive Spending Review is a governmental process carried out by the Treasury to set firm expenditure limits and define the key improvements that the public can expect from these resources.

Positive Action – Positive action is about taking specific steps to improve equality. For example, to increase the number of disabled people in senior roles in which they are currently under-represented.

It can be used to meet a group's particular needs, lessen a disadvantage they might experience or increase their participation in a particular activity.

From Theme 1 – Empowering and Caring

Key Commitment 1

Special Educational Needs and Disabilities (SEND) – A child or young person has special educational needs and disabilities if they have a learning difficulty and / or a disability that means they need special health and educational support

Written Statement of Action – a plan that Bristol City Council, Education leaders and the Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group will develop in co-production with parents and carers of children with SEND in order to address the main findings of the Ofsted report.

Corporate Parenting – 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.

Protected characteristic – the Equality Act covers the same groups that were protected by existing equality legislation – age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity. These are now called 'protected characteristics'.

Adverse Childhood Experiences – Adverse Childhood Experiences are 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

Child Protection Conference – a meeting where social workers, health workers, teachers, youth workers and other professionals who are concerned about a child meet together to make a plan for working with the child.

Key Commitment 2

ZEDpods – a low-energy prefabricated housing solution that can be used to build over existing car parks, hard-standings or on ‘awkward’ spaces that are difficult to develop and not currently allocated for housing.

Key Commitment 3

Better Lives Programme – 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.

Out-of-area placements – an out of area placement (OAP) occurs when a person with acute mental health needs who requires inpatient care is admitted to a unit which does not form part of the usual local network of services.

Keeping Bristol Safe Partnership – the statutory crime and disorder partnership, tackling crime, the fear of crime, anti-social behaviour and substance misuse. The Partnership is made up of:

- Avon and Somerset Constabulary
- Avon and Somerset Police and Crime Commissioner
- Avon Fire and Rescue Service
- Bristol City Council
- NHS Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group
- Voscur
- National Probation Service

Key Commitment 4

Social value – social value is about maximising the impact of public expenditure to get the best possible outcomes: improving the economic, social and environmental wellbeing of the area.

Social Action Plan – a plan to mobilise the city to take action in support of local communities and to focus some of that action on citywide priorities.

Moving Forward Together – an engagement exercise with tenants and leaseholders, to better understand their aspirations and priorities

Year of Can Do 2020 – set up by Bristol City Council and a range of organisations from the voluntary, community and social enterprise sector. It is a year-long programme inspiring community involvement and acts of kindness across the city.

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

Bristol Local Plan – includes policies for deciding planning applications in Bristol. Prepared in co-operation with neighbouring councils, the Bristol Local Plan it will set out how Bristol will develop over the next 20 years.

Housing Revenue Account (HRA) Housing Delivery Programme – in 2018 central Government removed the HRA borrowing cap (a Government-set limit determining how much money could be borrowed). The removal of the cap on local authorities has enabled a larger and quicker development programme.

Goram Homes – a housing company founded and owned by Bristol City Council to increase the provision of new homes in the city.

Modern Methods of Construction – Modern construction methods (MMC) are methods that are developed in construction industry with proper planning and design so that each project reduces

the construction time, cost and maintain overall sustainability.

Key Commitment 2

Early Years Foundation Stage – sets standards for the learning, development and care of children from birth to five years old. All schools and Ofsted-registered early years providers must follow the EYFS, including childminders, preschools, nurseries and school reception classes.

Good Level of Development – on leaving the Foundation Stage at the end of Reception, a child is considered to have a good level of development if they have achieved at least the expected level in the Early Learning Goals in all aspects of PSE, physical development, communication and language, literacy and mathematics.

Key Commitment 3

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

Learning City Partnership – a partnership made up of city leaders who represent education, business and advocates for learning. The Partnership Board champions learning for all ages and all communities, commissions activity to increase participation and achievement, communicates messages about learning and celebrates the benefits of learning as a way to transform lives.

Apprenticeship Levy – The Apprenticeship Levy is a UK tax on employers which can be used to fund apprenticeship training.

Key Commitment 4

Bristol Impact Fund – The Bristol Impact Fund brings a number of the council's grant funds together and the fund is used to support over 70 voluntary and community sector organisations to deliver 49 different projects to reduce disadvantage in the city.

Bristol Equality Network – a group of people who represent equalities groups within organisations across Bristol. The network regularly shares information and good practice, and supports new organisations to sign up to the Bristol Equality Charter.

Voice and Influence Partnership – funded by Bristol City Council, the Voice and Influence Partnership has been created to help make sure that individuals, groups and communities whose voices aren't always heard are listened to, and are part of shaping Bristol's future. The Partnership is made up of the council's delivery partners, The Care Forum, Bristol Multi-Faith Forum, Bristol Older People's Forum, Centre for Deaf and Hard of Hearing People, Off the Record, Freedom and the West of England Centre for Inclusive Living. The advisory partners are Stand up Against Racism and Inequality (SARI) and Voscur

From Theme 3 – Well Connected

Key Commitment 1

Operations Centre – the Operations Centre brings together some of Bristol's critical support services and acts as a control centre in the event of a major emergency. A large part of the facility's role is to manage the city's traffic network and monitor the flow of traffic around Bristol, making adjustments to signals and putting diversions in place to keep traffic moving.

Key Commitment 2

Technology Enabled Care Service – technology enabled care refers to a range of equipment that can help people live in their own home safely.

Key Commitment 3

Living Wage – A living wage is defined as the minimum income necessary for a worker to meet their basic needs. Needs are defined to include food, housing, and other essential needs such as clothing.

Business Improvement District – partnerships set up to improve particular commercial areas in the city. Businesses in a BID area pay a percentage of their rateable value on top of their business rates to fund projects which benefit local businesses.

City Centre Framework – sets out aspirations for how people access and move around the city centre. It also covers new development and enhancing public spaces.

Mental Health at Work standards – the mental health charity Mind has developed six core standards outlining actions employers can take to better support

all employees, including those with mental health problems, to remain in and thrive through work

Key Commitment 4

Citizens' Assemblies – A citizens' assembly is a body formed from the citizens of a state or city to discuss an issue or issues of local or national importance.

From Theme 4 – Wellbeing

Key Commitment 1

Healthier Together Five Year Long Term Plan – The NHS Long Term Plan was published in January 2019 and sets out a national ambition for how the NHS can be fit for the future. As part of Healthier Together, health and care organisations across Bristol, North Somerset and South Gloucestershire want to develop a local Five Year Plan. This will build on all the existing work already underway and will take account of national priorities and local communities.

Better Lives at Home – Better Lives at Home is Bristol City Council's new radical transformation programme for adult social care. The programme aims to enable people in the city to lead more fulfilling lives and live independently at home for as long as possible. The aim is to change the way people view care in the city by supporting people to live in their own homes for longer and reduce the need for long term care, making services more sustainable as a result.

Local Authority Declaration on Healthy Weight

– this support local government to develop and implement policies which promote healthy weight. The declaration, which Bristol City Council has signed, encapsulates a vision to promote healthy weight and improve the health and wellbeing of the local population.

Key Commitment 2

Climate Emergency Action Plan – The Climate Emergency Action Plan sets out what we're doing in response to the climate emergency. The Action Plan sets out our ambition to be a carbon neutral and climate resilient city by 2030, and the many actions we are taking to get there.

Clean Air Plan – Bristol City Council is working towards introducing a series of measures aimed at reducing harmful levels of air pollution in the city.

Circular economy – The council has an ambition to move towards a more circular economy, where goods and materials are constantly re-used and recycled rather than discarded as waste. This can contribute to protecting both the local economy and the environment.

Parks Prospectus – will outline Bristol's green spaces, setting out areas of opportunity to enhance health, wellbeing and sustainability. It will also explore the potential of parks and green spaces to accommodate business activity, including pay-to-use services considered to be compatible with the character, role and use of a particular site.

Ecological Emergency – Bristol has declared an ecological emergency in response to escalating threats to wildlife and ecosystems, building on the declaration of a climate emergency in 2018 and recognising these two threats to our wellbeing.

Key Commitment 3

Fuel poverty – a term that is used to describe a person on a low income who is struggling to afford their energy costs.

Warmer Homes Advice Money – a partnership project that covers Bristol and North Somerset aimed at reducing financial, food and fuel poverty. The project is funded by Bristol City Council, Bristol Energy (Fuel Good Fund) and The Warm Home Fund (administered by the National Grid).

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. Our 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.

UNESCO City of Film – a permanent global status that recognises the city’s achievements as a world leader in the field of film and the moving image.

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

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

Organisational Improvement Plan – this plan outlines the actions that we will take to support the council to be an organisation people are proud to work for and empowers our teams with skills and confidence to deliver at their best

Moving Forward Together – an engagement exercise with tenants and leaseholders, to better understand their aspirations and priorities

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