



Corporate Strategy: **Business Plan** 2021/22



Contents

Introduction	3
2020/2021 – a year in review	4
Signposting progress	5
Sustainable Development Goals	6
More about this Business Plan	7
Our approach	7
Our obligations	8
Measures of success	8
Corporate services	8
Theme 1: Empowering and Caring	9
Key Commitment 1	10
Key Commitment 2	12
Key Commitment 3	13
Key Commitment 4	15
Theme 2: Fair and Inclusive	17
Key Commitment 1	19
Key Commitment 2	20
Key Commitment 3	22
Key Commitment 4	24
Theme 3: Well Connected	26
Key Commitment 1	27
Key Commitment 2	29
Key Commitment 3	31
Key Commitment 4	33
Theme 4: Wellbeing	35
Key Commitment 1	36
Key Commitment 2	38
Key Commitment 3	41
Key Commitment 4	42
Corporate Services, Statutory Requirements and Organisational Support	44
Organisational Priority 1	44
Organisational Priority 2	46
Organisational Priority 3	47
Organisational Priority 4	49
Glossary of useful terms	51

Introduction

Welcome to Bristol City Council's Business Plan for the financial year April 2021 – March 2022.

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

Empowering and Caring

9

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

17

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

26

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

Wellbeing

35

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

Please refer to the strategy to find out more about the background to the vision, commitments and themes.

This Business Plan sets out our main planned activities for April 2021 – March 2022 to achieve the vision and priorities we have set ourselves and our city. It is the fourth annual plan that responds to our Corporate Strategy 2018–2023.

Our vision:

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

The approach of the council is to play more of an enabling role in the city. It will make more use of partnership working and will empower citizens to reduce demand for traditional council services. Our aim is to make sure everyone can realise their potential and share in the city's success.

Our relationships with the people we serve, the city we steward and the partners we collaborate with are central to our ability to deliver our vision for Bristol. Across the council, colleagues work closely with partners and communities, helping to identify solutions together and enhance our joint work.

These principles continue to underpin the 'One City' approach embedding a new model of city leadership. We are one partner among many. The City Office brings together many public, private, voluntary and third sector partners with the shared aim to make the city a fair, healthy and sustainable city.

This leadership will be particularly important to empowering the city as the UK adapts to a new political and economic landscape following the end of the EU transition period and in navigating our recovery and renewal from COVID-19. Our plans will continue to consider the threats and opportunities the organisation faces, as well as the ongoing need to tackle the climate emergency.

2020/2021 – a year in review

In 2020/21 we faced one of the toughest challenges to this vision that we could have imagined, as the impact of coronavirus (COVID-19) affected everything in our lives and all the services that we and our partners provide. Over the last year, we have put in place a wide range of support for households and businesses across the city and focused on ensuring we continue to deliver vital essential services. Where services have not been able to operate under the COVID-19 restrictions, we have adapted and been flexible in our response.

In June, we published the first iteration of our COVID-19 Outbreak Management Plan. This plan aims to prevent the spread of COVID-19, reduce the rate of infection, and respond rapidly to any rises in infection so that they can be contained quickly and safely. Alongside neighbouring authorities and the NHS, we continue to develop this approach, using good local knowledge, gathering and analysing data and responding effectively to local situations and outbreaks.

As part of our COVID-19 response, we matched up hundreds of local volunteers with people who needed support whilst networks of volunteers sprung up across the city. The pandemic tested Bristol's well-established and resilient food network but alongside voluntary and community organisations, we came together to deliver thousands of emergency food parcels to those in need.

The emergence of the pandemic has had, and continues to have, a profound impact on our city, as it has on communities across the globe. In October, we set out our initial priorities for recovery and renewal. Organisations across the city inputted into Bristol's Economic Recovery and Renewal Strategy. This focused on reducing poverty and inequality; increasing the city's resilience and environmental sustainability; and enhancing the economic and social wellbeing of every community as we recover from the impact of COVID-19. Alongside city partners, work will continue to deliver this strategy in the weeks and months to come and in January this year, Bristol's first citizen's assembly took place that saw a group of residents come together to help shape the city's recovery. Further assembly sessions are planned on the environment, transport and health and social care.

With many families struggling with continued school closures and isolation from usual activities, #WeAreBristol Kids was launched in May as a new online resource to better connect children during the pandemic and beyond. Efforts to help rough sleepers were stepped up and we supported hundreds who were rough sleeping or homeless into emergency accommodation, as well as assisting people to move on into longer-term housing solutions. While the initial focus was on supporting people into accommodation short-term, COVID-19 will also speed up our ambitions to bring an end to rough sleeping in Bristol.

The next phase of Old City improvements were unveiled alongside a wave of major transport improvements to make it easier to walk, cycle and use public transport as part of work to cut air pollution and support social distancing. Measures included closing Bristol Bridge to general traffic, as well as installing new temporary bike lanes and widening pavements across the city.

Following on from the declaration of an ecological emergency last year, the Ecological Emergency Strategy was launched and unveiled a 10-year plan to protect wildlife, ecosystems and habitats in the face of the rapid decline in wildlife locally and globally.

The removal of the Colston Statue brought international focus to Bristol. It led to the establishment of the We Are Bristol History Commission, brought together to explore Bristol's past. Its work will include the history of slavery as well as the full scope of events that have impacted the city, including the building and removal of the statue.

The first chair for Bristol's Race Equality Commission was also appointed, to take forward the city's aspirations in diversity and inclusion and to challenge the history of disadvantage that has been experienced by ethnic minorities in Bristol. As an organisation, we are also investing in over 50 new actions to improve equality, diversity and inclusion as part of our drive to dismantle structural racism, prioritise race equality and become a national exemplar for inclusive practice.

The council also approved proposals to improve special schools and increase SEND pupil capacity that will see investment of over £28m in the city's special schools. This will see a major improvement to current special schools as well as significantly increasing the number of specialist provision places in new and refurbished buildings for students with SEND.

We continue to make representations to national Government on sustainable funding for councils, as well as sufficient capital funding to unlock opportunities such as Temple Quarter, a key regeneration programme in the heart of the city. The need for long-term financing of councils like Bristol to fully plan for the years ahead remains vital, particularly given the pandemic and ongoing challenges of funding adult social care.

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.

We won't know all our final performance figures until after April 2021. At the end of December 2020, just over half of the measures (56 percent) tracked were on or above the target set. Many indicators have continued to be impacted by the COVID-19 pandemic.

Signposting progress

We show our progress in this year's Business Plan by highlighting ongoing and new actions.

Ongoing actions may run over several years and include actions which have not been completed as planned. New actions may be new ideas, or in some cases continuing work not previously listed in our annual Business Plan, that has progressed enough or is sufficiently high profile to be included.

Of the total actions listed, 51 percent closely relate to or continue actions from the 2020/2021 year, whilst 49 percent are new. Thirteen of the actions included in this year's Business Plan identify the council's contribution to the city wide One City Plan priorities.

We also highlight activities that support our local implementation of the Sustainable Development 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. In

this year's Business Plan, we have highlighted which actions will be contributing to achieving the SDGs. This mapping was undertaken at the target level with the specific SDG(s) identified. We have agreed with the West of England Combined Authority that the SDGs inform planning at a regional level. For more information about the specific targets under each goal, please visit: sdgs.un.org/goals



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



SDG 2 – Zero hunger: End hunger, achieve food security and improved nutrition and promote sustainable procurement.



SDG 3 – 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 Business Plan is to show what actions we will deliver in 2021/22 to make progress against our commitments.

Some actions will have started in the first three years of this five-year plan (2018–20); others start in this period 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 (or One City Plan activities) and Cabinet member is responsible for each action
- Links to the strategies or policies mentioned
- A glossary of useful terms – these are indicated with an asterisk (*) throughout the document
- How we are monitoring progress and making a difference

Our approach

To keep this plan relatively short and simple, only the top-level actions 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. Some actions are anticipated subject to full consideration and a decision being made by the council's Cabinet.

In October 2020, we published an updated Business Plan that we compiled over summer 2020. This shared some of the actions we planned to take throughout the rest of the year, to respond to the challenges we face, now and in the future.

For this Business Plan 2021–22, COVID-19 renewal and recovery has been embedded into the themes and commitments that underpin our Corporate Strategy. Our ongoing response and approach to renewal is being delivered across all areas of the council. The ongoing impact of the pandemic and its long-term effects have become an integral part of how all our services operate and how the organisation plans for in the foreseeable future.

Our planned actions are organised under the four themes. We have set out the summary, aims and challenges as described in the Corporate Strategy (2018–23) and our COVID-19 Recovery Business Plan (2020–21) alongside the actions we will be undertaking this year to continue to meet these commitments.

This plan covers a significant amount of work carried out by council colleagues. A range of partners will also contribute to its success. The launch of a national vaccination programme has been welcome and will hopefully lead to an easing of some restrictions in the coming months. However, there remains a high level



of uncertainty and challenge as to how the medium to long-term impact of COVID-19 will affect Bristol citizens and we are focused on remaining open, alert and responsive to the challenges ahead.

Our obligations

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

Measures of success

Alongside this plan is the council's "Performance Framework" which is a suite of indicators reported every three months to senior council officers and to elected members at public meetings. The Measures of Success for next year are listed at the end of each "Key Commitment" here.

We also differentiate between measures that are wholly owned by Bristol City Council (BCC), and 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.

Targets for 2021/22 will be published in July 2021, once we have seen and considered the final results of our performance in 2020/2021. These measures and targets will be published on the [Performance](#) page, along with quarterly performance reports.

Corporate services

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



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 focuses on 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 making sure citizens in need of housing can access affordable, appropriate accommodation
- Make sure that vulnerable people in the city continue to be protected and cared for
- Work with citizens and partner agencies to allow people to be involved in and help develop community activity

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

- Population growth which leads to an increased demand for the services we provide
- Supporting people to be involved in their communities requires input and resources that are limited
- Changes in the law that could impose new or additional responsibilities or pressures on services
- Working with partners and organisations, both inside and outside Bristol's boundaries (e.g. in Health and Social Care) needs to be takes time and effort to be effective
- Inequalities experienced by people in health, education and quality of life take time to change.

Below is a one-year plan, which sets out the key actions relating to this theme in 2021/22 and how we will know they are being delivered.

Empowering and Caring in 2021/22

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 in 2021/22

Build on established support structures for children in care and care leavers to be the best corporate parents we can be. Launch the new Corporate Parenting Strategy 2021–2023 to deliver on priorities that include:

- Making sure children and young people are at the heart of our service design, delivery and evaluation;
- Closing the attainment gap for children in care;
- Increasing the proportion of care leavers in education, training and employment;
- Making sure children and young people live somewhere where they feel a sense of safety and belonging;
- Making sure our carers and workers are well-resourced, valued and supported.

(New)

Lead area: **Children and Families; Education, Learning and Skills**

Cabinet lead: **Women, Families and Homes; Education and Skills**

One City Approach – relevant to: **Children and Young People; Health and Wellbeing**

Sustainable Development Goal(s): **SDG 4.1, 4.2, 4.4, 4.5, SDG 8.6, SDG 11.1, 11.2, 11.7, SDG 16.2**

Improve outcomes for children with Special Educational Needs (SEN) in health, social care, education and employment. Implement the agreed Written Statement of Action* plan following the local area Ofsted inspection.

(Ongoing)

Lead area: **Education, Learning and Skills Improvement; Children and Families**

Cabinet lead: **Women, Families and Homes; Education and Skills**

One City Approach – relevant to: **Children and Young People; Health and Wellbeing;**

Sustainable Development Goal(s): **SDG 3, SDG 4.5, SDG 8.5**

Provide help and support to children, young people and families when they need it so they feel a part of their community. Launch a 'Belonging Strategy'* that will include:

- Family hubs delivering children's centres and integrated services in each area of the city;
- Constructing a new and ambitious approach to youth services in the city including youth zones.

(New)

Lead area: **Children and Families; Linked to One City Goal**

Cabinet lead: **Women, Families and Homes**

One City Approach – relevant to: **Children and Young People**

Sustainable Development Goal(s): **SDG 11.2, 11.7**

Actions in 2021/22

Improve children and young people's health through the healthy schools' programme particularly focusing on mental health in light of COVID-19. Work will include:

- Targeting schools in areas of highest health need;
- Developing online surgeries and webinars to help school staff support young people's mental health.

(New)

Lead area: **Education, Learning and Skills Improvement; Children and Families; Communities and Public Health**

Cabinet lead: **Education and Skills; Communities, Equalities and Public Health**

One City Approach – relevant to: **Children and Young People; Health and Wellbeing;**

Sustainable Development Goal(s): **SDG 3.4**

Continue to recruit and retain more foster carers. Implement the new Foster Carer Housing Options Scheme to increase the number of local foster homes available to children in care.

(New)

Lead area: **Children and Families**

Cabinet lead: **Women, Families and Homes**

One City Approach – relevant to: **Children and Young People; Health and Wellbeing**

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

Deliver the Serious Youth Violence Plan by working with communities to support work that helps prevent exploitation and violence. This will include:

- Supporting more community guardians* who provide a safeguarding role in local areas;
- Further integration of our teams with the police's Violence Reduction Unit.

(New)

Lead area: **Children and Families**

Cabinet lead: **Women, Families and Homes; Communities, Equalities and Public Health**

One City Approach – relevant to: **Children and Young People; Health and Wellbeing; Homes and Communities**

Sustainable Development Goal(s): **SDG 16.1, 16.2**

Implement the findings from the 'Transitions Transformation project' for disabled young people and young people with additional needs. This includes integration of health, education and social care services for disabled children and young adults, to help them be prepared for adulthood, with support.

(New)

Lead area: **Children and Families; Education, Learning and Skills; Adult Social Care**

Cabinet lead: **Women, Families and Homes; Education and Skills; Adult Social Care**

One City Approach – relevant to: **Children and Young People; Health and Wellbeing; Homes and Communities**

Sustainable Development Goal(s): **SDG 16.1, 16.2**

Expand the social work apprenticeship scheme to develop talent and support increased diversity in our workforce.

(New)

Lead area: **Children and Families**

Cabinet lead: **Women, Families and Homes**

One City Approach – relevant to: **Children and Young People; Health and Wellbeing**

Sustainable Development Goal(s): **SDG 4.4**

How we will know our actions are delivering – key success measures for 2021/22

Bristol City Council measures:

- Increase the number of foster carers

City-wide measures that Bristol City Council contribute 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

Key Commitment 2:

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

Actions in 2021/22

Increase the provision of 'move on' accommodation. Identify new accommodation and provide help and support so people can move into more settled accommodation. This will include supporting families in temporary accommodation.

(Ongoing)

Lead area: **Housing and Landlord Services**

Cabinet lead: **Women, Families and Homes**

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

Sustainable Development Goal(s): **SDG 11.1**

Build on our response to COVID-19 and 'Everyone In' scheme* that moved rough sleepers into housing. Continue to develop our support services that include working with agencies to address drug and alcohol misuse and mental health and housing pilot initiatives. This activity is linked to our Changing Futures* bid that is focused on helping adults who are facing multiple disadvantages.

(Ongoing)

Lead area: **Communities and Public Health; Housing and Landlord Services**

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

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

Sustainable Development Goal(s): **SDG 3.4, 3.5, SDG 11.1**

How we will know our actions are delivering – key success measures for 2021/22

Bristol City Council measures:

- Increase the number of households where homelessness is prevented
- Reduce the number of households in temporary accommodation
- Number of households moved on into settled accommodation

City-wide measures that Bristol City Council contribute to:

- Reduce the number of people sleeping rough on a single night in Bristol

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 in 2021/22

Support the recovery of social care sector given significant new pressures from COVID-19. Develop a programme to build capacity across our health and social care system. This will include:

- Addressing the challenges of population health;
- Meeting the health and care needs of the people in the city;
- Improving people's experiences of health, care and wellbeing services;
- Building a viable budget for adult social care, to deliver efficient services that meets need.

(Ongoing)

Lead area: **Adult Social Care**

Cabinet lead: **Adult Social Care**

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

Sustainable Development Goal(s): **SDG 1.3, SDG 3.4, 3.5, 3.7, 3.8**

Commission care home and domiciliary care support. Develop intermediate care services that meet the needs of citizens, promote wellbeing and independence and avoid delays from acute sector and community hospitals.

(Ongoing)

Lead area: **Adult Social Care**

Cabinet lead: **Adult Social Care**

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

Sustainable Development Goal(s): **SDG 3.8**

Work with NHS Bristol, North Somerset and South Gloucestershire CCG* and other partners to transition into Integrated Care System* arrangements. Explore opportunities to jointly commission services and pool budgets. Continue to collect, share and analyse data from and about providers and the impact of COVID-19.

(Ongoing)

Lead area: **Adult Social Care; Communities and Public Health**

Cabinet lead: **Adult Social Care; Communities, Equalities and Public Health**

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

Sustainable Development Goal(s): **SDG 3.8**

Continue to deliver the Keeping Bristol Safe Partnership* strategic plan. Work with partners so citizens at risk of harm are supported to live their lives free from abuse, neglect and/or exploitation. As part of the Mayor's Commission on Domestic Violence, this will include implementing the Domestic Violence and Abuse Strategy and delivering actions from the Domestic Abuse Bill.

(Ongoing)

Lead area: **Adult Social Care; Communities and Public Health; Children and Families**

Cabinet lead: **Adult Social Care; Communities, Equalities and Public Health**

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

Sustainable Development Goal(s): **SDG 3, SDG 5.2, 5.3, 5.6, SDG16.2**

Actions in 2021/22

Develop awareness and support services for people with ongoing needs, including Learning Disabilities, Autism, mental ill-health and brain injury. This will be done by developing a life-course approach. This recognises that a person's physical and mental health and wellbeing are influenced throughout life by the wider determinants of health, including support into employment.

(Ongoing)

Lead area: **Adult Social Care**

Cabinet lead: **Adult Social Care**

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

Sustainable Development Goal(s): **SDG 3.4, SDG 4.5, SDG 8.5**

Develop the 'out of hospital' and integrated locality model with our NHS partners. This has been introduced as an immediate response to the pandemic to support people to live independently, using local community assets.

(New)

Lead area: **Adult Social Care**

Cabinet lead: **Adult Social Care**

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

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

How we will know our actions are delivering – key success measures for 2021/22

Bristol City Council measures:

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

City-wide measures that Bristol City Council contribute to:

- Increase experience of work opportunities for priority groups
- Reduce the number of service users aged 65+ in permanent Residential & Nursing Care
- Increase the number of people receiving home care

Key Commitment 4:

Prioritise community development and enable people to support their community

Actions in 2021/22

Reduce social isolation and improve mental wellbeing by working with communities and partners to build on existing connections and their use of local buildings (i.e. small businesses, care homes, hostels, places of worship). Deliver a community development resource for at least 10 priority neighbourhoods alongside our COVID-19 Communities Recovery Fund so that communities are embedded in the future growth of the city.

(New)

Lead area: **Communities and Public Health; Linked to One City Goal**

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

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

Sustainable Development Goal(s): **SDG 3.4, SDG11.3**

Build on the 'Make it Local' approach that grew the capacity of the Voluntary Community and Social Enterprise (VCSE) sector to deliver social care in response to COVID-19. Embed this approach and continue to build the capacity of local services to support people's social care.

(New)

Lead area: **Adult Social Care; Communities and Public Health**

Cabinet lead: **Adult Social Care; Communities, Equalities and Public Health**

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

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

Review the Social Action Plan* and publish a refreshed call to action. This will build on our COVID-19 response, including the development of the 'Can Do Bristol' partnership and online social action platform.

(Ongoing)

Lead area: **Communities and Public Health**

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

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

Sustainable Development Goal(s): **SDG 11.3**

Review how council tenants are involved in shaping and improving their services through our 'Moving Forward Together'* programme. This will be linked to improved grassroots community engagement carried out by frontline staff.

(New)

Lead area: **Housing and Landlord Services**

Cabinet lead: **Women, Families and Homes; Communities, Equalities and Public Health**

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

Sustainable Development Goal(s): **SDG 11.2**

Develop and evaluate the findings of 'Grow the Power of Communities' that seeks to embed a community development approach in the way we work. This will build on what is already happening and the learnings from two community sites at Hartcliffe and St Pauls/Easton.

(Ongoing)

Actions in 2021/22

Lead area: **Communities and Public Health**

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

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

Sustainable Development Goal(s): **SDG 11.3**

Ensure cultural and creative services reach more places across the city. This will be done by our culture team working more closely with neighbourhood and communities, focused on places with the most critical needs.

(New)

Lead area: **Economy of Place; Communities and Public Health**

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

One City Approach – relevant to: **Culture; Homes and Communities**

Sustainable Development Goal(s): **SDG 11.3, SDG 16.6**

Work with partners, residents and community organisations on the delivery of community-led ideas for our library services. This includes Innovation Fund awards for libraries and the development of Friends Groups* for all libraries. Offer wider volunteering roles to encourage more volunteers into the library service.

(Ongoing)

Lead area: **Economy of Place**

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

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

Sustainable Development Goal(s): **SDG 11.3**

How we will know our actions are delivering – key success measures for 2021/22

Bristol City Council measures:

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

City-wide measures that Bristol City Council contribute to:

- Increase levels of engagement with community development work
- Increase the percentage of respondents 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

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

1. New homes investment for care services, linking into the Better Lives programme.
2. Investment in our Special Educational Needs programme.
3. Equipment and adaptations for children with disabilities.
4. 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 every year by 2020. Eight hundred of these will be affordable
- Improve attainment in education, making sure all children from all backgrounds are supported to reach their potential. Make 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 the world, the UK and local economies and communities
- Having the capability and control to affect and improve economic growth, given finite capacity on land supply to meet housing demand and future employment
- Population growth which leads to an increased demand for the services we provide
- The impact of end of EU transition period – continuing uncertainty regarding national and local economy has implications for future investment in the city
- Changes in the law such as planning reforms that may hinder local decision making and design principles
- Gentrification 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 including 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
- The need for partner organisations to support some of the commitments that we cannot deliver alone
- Inequalities that exist across the city and impact on the health, education and quality of life for many people, and that take time to change.

Fair and Inclusive 2021/22

Key Commitment 1:

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

Actions in 2021/22

Revisit our medium to long-term capital programme and ambitions for the city's infrastructure in light of COVID-19. Prioritise projects that contribute to the city's needs during recovery. This includes securing investment for Temple Quarter, which is primed to bring 22,000 new jobs, 10,000 new homes and a boost of £1.6 billion per year to the city.

(Ongoing)

Lead area: **Development of Place; Economy of Place; Housing and Landlord Services**

Cabinet lead: **Mayor; Spatial Planning and City Design**

One City Approach – relevant to: **Homes and Communities; Economy and Skills**

Sustainable Development Goal(s): **SDG 8.1, SDG 9.4, SDG 11.1**

Deliver a programme that increases housing stock, by building new homes and increasing the supply of affordable and social housing. This is part of finalising a 30-year business plan for the Housing Revenue Account (HRA)*.

(New)

Lead area: **Housing and Landlord Services**

Cabinet lead: **Mayor; Women, Families and Homes**

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

Sustainable Development Goal(s): **SDG 11.1**

Improve the condition and standard of rental accommodation in the private rented sector with the expansion of the property licensing scheme.

(New)

Lead area: **Housing and Landlord Services**

Cabinet lead: **Women, Families and Homes**

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

Sustainable Development Goal(s): **SDG 11.1**

Develop a long-term plan to replace the 2017 - 2020 Housing Delivery Plan. This will support the provision of affordable homes in the city, establishing a pipeline for housing delivery and community development across Bristol.

(New)

Lead area: **Development of Place**

Cabinet lead: **Mayor; Spatial Planning and City Design**

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

Sustainable Development Goal(s): **SDG 11.1, 11.3**

Make sure an up-to-date Bristol Local Plan* is delivered that identifies enough suitable sites to meet our housing need and makes sure affordable housing is delivered alongside market housing.

(Ongoing)

Actions in 2021/22

Lead area: **Development of Place**
 Cabinet lead: **Spatial Planning and City Design**
 One City Approach – relevant to: **Homes and Communities**
 Sustainable Development Goal(s): **SDG 11.1, 11.3, 11.b**

Drive the redevelopment of Hengrove Park* to create a high-quality sustainable neighbourhood where people will aspire to live and work.

(Ongoing)

Lead area: **Development of Place**
 Cabinet lead: **Mayor; Spatial Planning and City Design**
 One City Approach – relevant to: **Homes and Communities**
 Sustainable Development Goal(s): **SDG 11 (11.1, 11.3, 11.7)**

Make sure new homes meet the net zero planning policies. This will include using Modern Methods of Construction* technologies, continuing to demonstrate Bristol as a national exemplar for delivering sustainable, affordable housing at pace.

(Ongoing)

Lead area: **Development of Place**
 Cabinet lead: **Mayor; Climate, Ecology and Sustainable Growth; Transport and Energy, the Green New Deal, Clean Air Zone**
 One City Approach – relevant to: **Homes and Communities**
 Sustainable Development Goal(s): **SDG 9.4, SDG 11.3, 11.7**

How will we measure success for this key commitment?

Bristol City Council owned measures:

- Increase the 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 Bristol City Council contributes to:

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

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 in 2021/22

Support recovery in our education sector by working with schools and families on measures that will best enable pupils to make up on the learning lost due to the pandemic. This will recognise the impact that school closures may have had on children and young people's learning and mental health.

(New)

Lead area: **Education and Skills**

Cabinet lead: **Education and Skills; Women, Families and Homes**

One City Approach – relevant to: **Children and Young People**

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

Develop the 'Belonging in Education' strategy and Attendance strategy to improve the culture of inclusion in all schools. This will include training of staff; developing a system of 'champions' and creating a new attendance lead position in the council. Focus on attendance of those in vulnerable groups including Children in Care, those with SEND and children with a social worker.

(New)

Lead area: **Education and Skills**

Cabinet lead: **Education and Skills; Women, Families and Homes**

One City Approach – relevant to: **Children and Young People**

Sustainable Development Goal(s): **SDG 4.4, 4.5**

Work with our partners to make sure education settings implement SEND and Health and Social Care provision so that children and young people receive the right level of support. Deliver key projects against the milestones in the SEND Written Statement of Action (WSOA).

(Ongoing)

Lead area: **Education and Skills**

Cabinet lead: **Education and Skills; Women, Families and Homes**

One City Approach – relevant to: **Children and Young People**

Sustainable Development Goal(s): **SDG 4.5**

Respond effectively to the recommendations from the 2020 review of Alternative Learning Provision (ALP)* to ensure ALP meets the needs of this group of learners and is fit for purpose. This will include actions in relation to hospital education and educational provision for young parents.

(New)

Lead area: **Education and Skills**

Cabinet lead: **Education and Skills**

One City Approach – relevant to: **Children and Young People; Learning City Partnership**

Sustainable Development Goal(s): **SDG 3, SDG 4**

Actions in 2021/22

Help address exclusion and attainment gaps for pupils from Black, Asian and minority ethnic groups, Children in Care, people who are disadvantaged and people with Special Educational Needs and Disabilities (SEND) by delivering educational outcomes analysis and working with partners including the Race Equality in Education Group.

(Ongoing)

Lead area: **Education and Skills**

Cabinet lead: **Education and Skills; Women, Families and Homes; Communities, Equalities and Public Health**

One City Approach – relevant to: **Children and Young People; Learning City Partnership**

Sustainable Development Goal(s): **SDG 4.1, 4.2, 4.5, SDG 10.1, 10.2**

Increase the take up of free early educational entitlement by eligible two, three and four year olds in the 30% most deprived neighbourhoods.

(Ongoing)

Lead area: **Education and Skills**

Cabinet lead: **Education and Skills**

One City Approach – relevant to: **Children and Young People**

Sustainable Development Goal(s): **SDG 4.2, SDG 5.4**

Deliver a school place planning strategy to meet the need for places in both mainstream and specialist provision, including a fair and transparent admissions process. This work will include:

- Supporting a project to increase the number of specialist places across the city;
- Managing the re-organisation of three maintained primary schools to provide places more efficiently in key areas of Bristol;
- Co-ordinating the increased place capacity at Year 7 to mitigate delays with planned free school developments.

(Ongoing)

Lead area: **Education and Skills**

Cabinet lead: **Education and Skills**

One City Approach – relevant to: **Children and Young People; Learning City Partnership**

Sustainable Development Goal(s): **SDG 4.1, 4.5**

How will we measure success for this key commitment?

Bristol City Council 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 Bristol City Council contributes to:

- Increase percentage of schools and settings rated 'Good' or better by Ofsted (all phases)

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 in 2021/22

Support our culture, hospitality, night-time economy and sports and tourism sectors as part of a wider Economic Recovery Plan. This work will include supporting freelance creatives, practitioners and event organisers affected by COVID-19. Embed the role of Bristol's new Night Time Advisor.

(New)

Lead area: **Economy of Place**

Cabinet lead: **Mayor; Finance, Governance and Performance; Strategic Planning and City Design**

One City Approach – relevant to: **Culture**

Sustainable Development Goal(s): **SDG 8.9, SDG 11.4**

Drive forward a work programme to accelerate the recruitment of apprentices and recruitment across partner employers, so that we fulfil our public sector duty and fully spend our apprenticeship levy.

(New)

Lead area: **Education, Learning & Skills Improvement**

Cabinet lead: **Education and Skills**

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

Sustainable Development Goal(s): **SDG 4.4, SDG 8.5, 8.6**

Work with West of England Combined Authority (WECA)* to align city priorities to regional strategies. This work includes supporting the development of a Spatial Development Strategy for the region and working with the WECA Skills Group to develop collaborative delivery plans that result in real and measurable impact for Bristol.

(Ongoing)

Lead area: **Economy of Place**

Cabinet lead: **Mayor; Finance, Governance and Performance; Strategic Planning and City Design**

One City Approach – relevant to: **Economy and Skills; Homes and Communities**

Sustainable Development Goal(s): **SDG 4.4, SDG 11.a**

Drive forward a programme to improve post-16yrs outcomes to reduce the number of 'not in education, employment or training' (NEET) or 'not known' young people. Improve the use of data and joint working across council teams and develop approaches through our post-16 risk group.

(New)

Lead area: **Education, Learning & Skills Improvement**

Cabinet lead: **Education and Skills**

One City Approach – relevant to: **Economy and Skills; Children and Young People; Learning City Partnership**

Sustainable Development Goal(s): **SDG 4.3, SDG 8.6**

Actions in 2021/22

Work with companies, networks and support organisations at a city and regional level to deliver business engagement and enterprise programmes. This will include:

- Promoting the Living Wage* and apprenticeships;
- Promoting regional funding including for digital adaptation and green business grants;
- Developing a flexible workspace strategy;
- Supporting Black, Asian and minority ethnic businesses through workspace hubs;
- Delivering a programme of business start-up and early stage support;
- Developing an economic strategy for Avonmouth.

(New)

Lead area: **Economy of Place; Development of Place**

Cabinet lead: **Finance, Governance and Performance; Communities, Equalities and Public Health; Climate, Ecology and Sustainable Growth**

One City Approach – relevant to: **Economy and Skills**

Sustainable Development Goal(s): **SDG 8.3, 8.5, 8.6, SDG 9.2, 9.4**

Partner libraries with businesses and communities to promote existing provision and increase learning opportunities. Explore joining the Living Knowledge Network, a UK-wide partnership of national and public libraries.

(Ongoing)

Lead area: **Economy of Place**

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

One City Approach – relevant to: **Homes and Communities; Culture**

Sustainable Development Goal(s): **SDG 4.3, 4.4, SDG 11**

How will we measure success for this key commitment?

Bristol City Council owned measures:

- Increase the amount of Bristol City Council Apprenticeship Levy spent

City-wide measures that Bristol City Council 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
- Increase the number of Black, Asian and minority ethnic-led businesses supported

Key Commitment 4:

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

Actions in 2021/22

Tackle inequality and deprivation by supporting our communities and the city's voluntary, community, and social enterprise (VCSE) sector. Implement our VCSE Strategy and continue to invest through the Bristol Impact Fund* and the Communities Recovery Fund.

(New)

Lead area: **Communities and Public Health; Linked to One City Goal**

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

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

Sustainable Development Goal(s): **SDG 10.1, 10.2, SDG 11**

Commission and develop a City Centre Development and Delivery Plan that will build consensus about the positive transformation of our city centre and deliver sustainable, resilient infrastructure that supports any new development.

(New)

Lead area: **Economy of Place**

Cabinet lead: **Strategic Planning and City Design; Climate, Ecology and Sustainable Growth**

One City Approach – relevant to: **Economy and Skills; Homes and Communities**

Sustainable Development Goal(s): **SDG 9.1, SDG 11.3**

Make sure high-quality design and green credentials are embedded in the development of areas of growth and regeneration including St Phillips Marsh, Bedminster Green, Victoria Gardens and Frome Gateway.

(Ongoing)

Lead area: **Economy of Place**

Cabinet lead: **Strategic Planning and City Design**

One City Approach – relevant to: **Economy and Skills; Homes and Communities**

Sustainable Development Goal(s): **SDG 9.4, SDG 11.3, 11.6, 11.7**

Progress the Western Harbour Regeneration Project including a masterplan that will guide and inform the future development of this area. Future consultation will be underpinned by a creative engagement exercise to shape the development and regeneration of the area, including the highway solution.

(Ongoing)

Lead area: **Economy of Place**

Cabinet lead: **Mayor; Strategic Planning and City Design**

One City Approach – relevant to: **Economy and Skills; Homes and Communities**

Sustainable Development Goal(s): **SDG 11.3, 11.7, 11.b**

Work with our partners and capital delivery teams to identify opportunities for additional social value* in any developments. This will lead to improvements in engagement and the economic, social, and environmental wellbeing of the area.

(New)

Lead area: **Economy of Place**

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

One City Approach – relevant to: **All**

Sustainable Development Goal(s): **SDG 12.6, 12.7**

Actions in 2021/22

Support all our communities in delivering cultural activities in their local areas. Embed culture in the public realm including through regeneration. Use underused land to provide space for ‘meanwhile use’* that will support hospitality, events, arts and cultural organisations impacted by COVID-19.

(New)

Lead area: **Economy of Place**

Cabinet lead: **Mayor; Strategic Planning and City Design**

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

Sustainable Development Goal(s): **SDG 11.3**

Provide permanent Gypsy, Traveller and Show people site(s) and temporary vehicle dweller sites, delivering different types of accommodation across the city.

(Ongoing)

Lead area: **Housing and Landlord Services**

Cabinet lead: **Communities, Equalities and Public Health; Women, Families and Homes**

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

Sustainable Development Goal(s): **SDG 11.1**

How will we measure success for this key commitment?

Bristol City Council owned measures:

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

City-wide measures that Bristol City Council 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
- Increase the number of hate crimes reported

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 housing via the council’s Housing Revenue Account.
2. Strategic development for the Enterprise Zone area including Temple Meads, and the re-development of the Cattle Market Road site.
3. Investment in Western Harbour Design Development as part of its emerging regeneration strategy.
4. Bring forward areas for growth and regeneration including our city centre, Castle Park, Frome Gateway and Victoria Gardens.
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 connectivity, addressing issues such as [social isolation](#), unemployment and lack of access to the internet. It also looks at how to engage more people in civic life, by providing information that will help them make decisions, and by helping people 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 digitally connected city
- 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:

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

Well Connected 2021/22

Key Commitment 1:

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

Actions in 2021/22

Deliver a Bristol Transport Plan that will provide details of the transport improvements and associated costs and timescales for delivery. This will support the city in achieving its target to be carbon neutral by 2030.

(New)

Lead area: **Economy of Place**

Cabinet lead: **Transport and Energy, the Green New Deal, Clean Air Zone**

One City Approach – relevant to: **Connectivity**

Sustainable Development Goal(s): **SDG 9.1, SDG 11.2, SDG 13**

Work with businesses, schools and communities to promote ways of sustainable transport e.g. walking, cycling and public transport. This work will include:

- Taking forward the Local Cycling and Walking Infrastructure Plan;
- Supporting other modes of sustainable transport e.g. car clubs and e-scooters;
- Monitoring the impact of new road layouts;
- Supporting bus prioritisation to increase journey numbers;
- Working with the new Disability Equality Commission to ensure all measures are inclusive.

(Ongoing)

Lead area: **Economy of Place; Policy, Strategy and Partnerships**

Cabinet lead: **Transport and Energy, the Green New Deal, Clean Air Zone; Communities, Equalities and Public Health**

One City Approach – relevant to: **Health and Wellbeing; Connectivity**

Sustainable Development Goal(s): **SDG 3.9, SDG 11.2, 11.6, SDG 13**

Develop and maintain partnerships with transport providers, user groups and operators, including taxi drivers, to improve public transport. This will include making progress on the city's Bus Deal and a business case for a mass transit system.

(Ongoing)

Lead area: **Economy of Place**

Cabinet lead: **Transport and Energy, the Green New Deal, Clean Air Zone**

One City Approach – relevant to: **Connectivity**

Sustainable Development Goal(s): **SDG 11.2**

Actions in 2021/22

Improve the region's connectivity and help attract major investment and economic development opportunities. Work with partners in England and Wales to develop a successful pan-regional economic powerhouse partnership, the Western Gateway, to support this ambition.

(Ongoing)

Lead area: **Policy, Strategy and Partnerships; Economy of Place**

Cabinet lead: **Mayor**

One City Approach – relevant to: **Economy and Skills**

Sustainable Development Goal(s): **SDG 8.1, 8.2**

Schedule roadworks and street works to ensure disruption is kept to a minimum. Undertake extensive repairs to both Chocolate Path (Cumberland Road) and Redcliffe Bridge to maintain the bridge and retaining walls as these are key routes into the city.

(Ongoing)

Lead area: **Management of Place**

Cabinet lead: **Mayor; Transport and Energy, the Green New Deal, Clean Air Zone**

One City Approach – relevant to: **Connectivity**

Sustainable Development Goal(s): **SDG 9.1, SDG 11.2**

How will we measure success for this Key Commitment?

Bristol City Council owned measures:

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

City-wide measures that Bristol City Council contributes to:

- Number of single journeys on Park & Ride into Bristol*
- Number of passenger journeys on buses*
- Reduce the percentage of people saying that traffic congestion is a problem in their area

Key Commitment 2:

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

Actions in 2021/22

Review how we can influence and accelerate the provision of broadband services across the city where it is not currently available. Provide enhanced broadband where possible.

(Ongoing)

Lead area: **Management of Place**

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

One City Approach – relevant to: **Economy and Skills; Homes and Communities**

Sustainable Development Goal(s): **SDG 9.c**

Work with partners to tackle digital exclusion and support citywide action across all age groups. Continue work, that began in response to COVID-19, with schools and education settings to make sure pupils have access to good quality remote learning and to minimise the impact of digital poverty.

(New)

Lead area: **Education and Skills**

Cabinet lead: **Education and Skills; Communities, Equalities and Public Health**

One City Approach – relevant to: **All Boards**

Sustainable Development Goal(s): **SDG 4.4, SDG 9.c**

Drive forward a programme to develop and sustain local adult and community learning provision for priority communities. This will include increased investment in digital resources and skills and establishing new partnerships.

(New)

Lead area: **Education and Skills**

Cabinet lead: **Education and Skills; Communities, Equalities and Public Health**

One City Approach – relevant to: **Economy and Skills**

Sustainable Development Goal(s): **SDG 4.3, 4.4**

Assess the outcome of the Social Housing Fibre Broadband Pilots. Work with telecoms providers to agree a roll out plan to include connectivity to all blocks of flats.

(Ongoing)

Lead area: **Housing and Landlord Services**

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

One City Approach – relevant to: **Housing and Communities; Connectivity**

Sustainable Development Goal(s): **SDG 9.c**

Maximise the use of in-home digital technology, where possible, to ensure people are as independent as they can be. Review options for delivery, alongside partnerships with practitioners using Technology Enabled Care*, to make best use of the opportunity available.

(Ongoing)

Lead area: **Adult Social Care**

Cabinet lead: **Adult Social Care**

One City Approach – relevant to: **Housing and Communities**

Sustainable Development Goal(s): **SDG 9.c**

Actions in 2021/22

Transfer CCTV from analogue to digital cameras to enable greater functionality and increase in efficiency. Review the approach to the use of camera technology and associated data across the council to meet the future needs and ambition (such as traffic modelling).

(New)

Lead area: **Management of Place**

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

One City Approach – relevant to: **Connectivity**

Sustainable Development Goal(s): **SDG 11.2, SDG 16.1**

How will we measure success for this Key Commitment?

Bristol City Council owned measures:

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

City-wide measures that Bristol City Council contributes to:

- Increase the percentage of people living in deprived areas who have access to the internet at home

Key Commitment 3:

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

Actions in 2021/22

Support delivery of the Economic Recovery and Renewal Strategy*. This includes:

- Targeted provision of business survival funds following end of national grants;
- Lobbying central Government to secure further funding and develop plans with city partners and national industry bodies;
- Working with partners to upskill existing roles and create pathways to employment in green and low carbon jobs.

(New)

Lead area: **Economy of Place; Policy, Strategy and Partnerships**

Cabinet lead: **Mayor; Finance, Governance and Performance**

One City Approach – relevant to: **All Boards**

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

Support the future viability and diversification of Bristol's city centre, local centres and high streets following the impact of COVID-19 and as part of our economic recovery. Work will include:

- Developing plans to diversify and create new functions in these locations, including for the night-time economy and cultural sectors;
- Taking forward the recommendations from the High Street Enquiry and Future High Streets reports;
- Supporting future business improvement district (BID) ballots for Redcliffe and Temple, and Clifton Down;
- Continuing to deliver funding for high streets renewal programmes.

(Ongoing)

Lead area: **Economy of Place; Linked to One City Goal**

Cabinet lead: **Climate, Ecology and Sustainable Growth; Finance, Governance and Performance; Strategic Planning and City Design**

One City Approach – relevant to: **Economy and Skills; Homes and Communities**

Sustainable Development Goal(s): **SDG 8.3, 8.5**

Increase local digital skills training and support, particularly for employees in sectors affected by technological changes. Contribute to the Bristol Digital Inclusion Task Force and WECA Digital Skills Investment Programme* to help align resources across the region and address the impact of digital poverty in Bristol, including a focus on children's wellbeing.

(Ongoing)

Lead area: **Education and Skills; Linked to One City Goal**

Cabinet lead: **Finance, Governance and Performance; Women, Families and Homes; Education and Skills**

One City Approach – relevant to: **Economy and Skills; Connectivity; Children and Young People**

Sustainable Development Goal(s): **SDG 4.3**

Use information and insight from Census 2021* to help inform our policies, plan and run our services and decide how best to invest public funds where they are needed most.

(New)

Actions in 2021/22

Lead area: **Policy, Strategy and Partnerships**

Cabinet lead: **Mayor**

One City Approach – relevant to: **All Boards**

Sustainable Development Goal(s): **SDG 16.6**

Expand Bristol's employment support services targeting people facing complex barriers to employment, those on low pay, and those who are unemployed or at risk of redundancy/loss of pay because of COVID-19.

(New)

Lead area: **Education and Skills**

Cabinet lead: **Finance, Governance and Performance; Education and Skills**

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

Sustainable Development Goal(s): **SDG 8.5, 8.6**

Develop marketing materials for inward investment and promotion of Bristol nationally and internationally. Work in partnership with Department for International Trade, Invest in Bath and Bristol, WECA, Western Gateway and external stakeholders to create a seamless support package for inward investors.

(New)

Lead area: **Economy of Place**

Cabinet lead: **Mayor; Finance, Governance and Performance**

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

Sustainable Development Goal(s): **SDG 8.1**

Improve access to the free library computers and Wi-Fi for residents by promoting digital literacy and additional support through our library partners and community organisations.

(Ongoing)

Lead area: **Economy of Place**

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

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

Sustainable Development Goal(s): **SDG 4.3, SDG 9.c**

How will we measure success for this Key Commitment?

Bristol City Council owned measures:

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

City-wide measures that Bristol City Council contributes to:

- Improve the overall employment rate of working age population
- Increase the 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 the percentage of people who see friends and family as much as they want to

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 in 2021/22

Work with communities and partners to make sure stories from all communities, including children and young people, are heard, shared and valued. This will include:

- Working in collaboration with the We Are Bristol History Commission*, the Legacy Steering Group and key partners to ensure a community-based approach is developed;
- Developing partnerships that will help us to store, collect and present our city's histories;
- Develop the concept of a Collections Centre in the city;
- Progress the development of decolonisation across our museums.

(New)

Lead area: **Economy of Place**

Cabinet lead: **Communities, Equalities and Public Health; Women, Families and Homes**

One City Approach – relevant to: **Culture; Homes and Communities; Children and Young People**

Sustainable Development Goal(s): **SDG 8.9, SDG 10, SDG 11.3, 11.4**

Improve citizen engagement in decision making. Evaluate the outcomes of Bristol's first citizens' assembly and look at extending the programme. Trial new consultation and engagement techniques.

(New)

Lead area: **Policy, Strategy and Partnerships**

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

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

Sustainable Development Goal(s): **SDG 11.3**

Achieve a measurable increase in the extent to which communities facing inequality can share in and contribute to the city's success. Work in partnership with our Mayoral Commissions, Bristol Equality Network and equalities group including the new Disability Equality Commission to achieve this.

(Ongoing)

Lead area: **Policy, Strategy and Partnerships**

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

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

Sustainable Development Goal(s): **SDG 10.1, 10.2, 10.3, SDG 16.6**

Make sure the findings of the We Are Bristol History Commission are embedded within City Design's practice, projects and design advice, in accordance with Our Inherited City framework*. This will encourage developers, planners and other stakeholders to consider the potential impact on the historic environment.

(New)

Lead area: **Development of Place**

Cabinet lead: **Spatial Planning and City Design**

One City Approach – relevant to: **Culture; Homes and Communities**

Sustainable Development Goal(s): **SDG 10.3, SDG 11.3, 11.4**

How will we measure success for this Key Commitment?

Bristol City Council owned measures:

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

City-wide measures that Bristol City Council contributes to:

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

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

1. Investment in sustainable transport methods and wider highways and traffic infrastructure. A variety of projects for passenger transport including supporting improvements in bus services such as use of hybrid vehicles and smart ticketing.
2. Implement fibre extension infrastructure in Avonmouth as well as ongoing support for Bristol's Operation Centre.
3. Improving digital network through the next phase of the Open Programmable City Region Project
4. Investing and maintaining highways infrastructure including major works to maintain and improve the Chocolate Path.

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 the impact of what they do 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 making cultural and sporting services available to everyone.

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

- Embed health in all our policies, to reduce inequalities that exist across the city and reduce the demand for acute services
- Improve our environment by using clean energy, improving air quality and reducing waste and pollution
- Tackle food and fuel poverty
- Improve 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 lessened in the last ten years
- Air pollution that adversely affects people's health and can contribute to premature death
- Climate change and the risk it poses for the future resilience of our city (for example in terms of increased flood risk)
- Uncertainty around the long-term consequences of leaving the EU and how changes will impact on services (such as targets around waste)
- Changes in the law that will have widespread implications and are likely to impact on issues such as food and fuel poverty
- The requirement for partner organisations to support some of our commitments that the council cannot deliver alone.

Wellbeing 2021/22

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 in 2021/22

Work with city partners to manage and prevent the spread of COVID-19 and ensure business premises are secure and Local Outbreak Management Plans* are in place. Deliver a health protection response to recovery that includes:

- Working with partners on the delivery and take up of the vaccination programme;
- The roll-out of testing and effective tracing of positive cases;
- Community involvement in reducing the spread of the virus;
- Using accurate intelligence to inform our strategies and actions;
- Address the findings of research into the effects of the virus on Black, African and minority ethnic groups.

(New)

Lead area: **Communities and Public Health; Management of Place; Policy, Strategy and Partnerships; Linked to One City Goal**

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

One City Approach – relevant to: **All Boards**

Sustainable Development Goal(s): **SDG 3.3, 3.b, SDG 10.3**

Work closely with NHS partners to deliver the Healthier Together Five-Year Long-Term Plan*. Support citizens to remain in their homes for as long as possible and avoid the need for hospital admission.

(Ongoing)

Lead area: **Adult Social Care; Communities and Public Health**

Cabinet lead: **Adult Social Care**

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

Sustainable Development Goal(s): **SDG 3.8**

Support mental health through the COVID-19 pandemic and during recovery. Review our Suicide Prevention and Response Plan that will roll out bereavement support and suicide prevention training to our staff and partners.

(Ongoing)

Lead area: **Communities and Public Health**

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

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

Sustainable Development Goal(s): **SDG 3.4**

Create a 25-year bereavement services strategy which will allow us to develop a service that meets the needs of local communities.

(New)

Lead area: **Management of Place**

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

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

Sustainable Development Goal(s): **SDG 3.4, SDG 11**

Actions in 2021/22

Work with partners to develop an action plan to implement the aims set out in the Drug and Alcohol Strategy. Prioritise actions which will reduce drug and alcohol misuse in the city and the harm it causes.
(Ongoing)

Lead area: **Communities and Public Health**
Cabinet lead: **Communities, Equalities and Public Health**
One City Approach – relevant to: **Health and Wellbeing**
Sustainable Development Goal(s): **SDG 3.5**

Continue to develop the use of analytics and data to understand risk and vulnerability across the city and deliver a new version of the Troubled Families Programme*. This will focus on:

- Reducing the need for children and families to access services or children being taken into care;
- Reducing crime generated in families;
- Supporting offenders in the criminal justice system;
- Preventing families becoming homeless.

(Ongoing)

Lead area: **Children and Families Services**
Cabinet lead: **Women, Families and Homes**
One City Approach – relevant to: **Children and Young People; Homes and Communities**
Sustainable Development Goal(s): **SDG 11.1, SDG 16.1, 16.2**

Make sure everyone has access to communal and green spaces that foster wellbeing and community empowerment. Use feedback from social prescribers to identify gaps in cultural provision across the city. Work with relevant networks including NHS Bristol, North Somerset and South Gloucestershire CCG to support activity to match those needs.

(New)

Lead area: **Economy of Place; Linked to One City Goal**
Cabinet lead: **Communities, Equalities and Public Health; Finance, Governance and Performance**
One City Approach – relevant to: **Culture; Health and Wellbeing**
Sustainable Development Goal(s): **SDG 3, SDG 11.7**

Implement our new advertising and sponsorship policy to help improve public health by introducing city-wide restrictions on promoting potentially harmful goods and services. These include high fat, salt or sugar food; alcohol; and gambling.

(New)

Lead area: **Policy, Strategy and Partnerships; Economy of Place; Management of Place**
Cabinet lead: **Mayor**
One City Approach – relevant to: **Health and Wellbeing**
Sustainable Development Goal(s): **SDG 2, SDG 3**

How will we measure success for this Key Commitment?

Bristol City Council owned measures:

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

City-wide measures that Bristol City Council 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 the percentage of people living in the most deprived areas who do enough regular exercise each week

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 in 2021/22

Implement our Climate and Ecological Emergency Programme (CEEP) including delivery of the associated council action plans to achieve Bristol's 2030 climate and ecological goals, in the lead up to COP26*. Support the delivery of the One City Climate and Ecological Emergency strategies via partners, including work to engage citizens.

(New)

Lead area: **Development of Place; Housing and Landlords; Linked to One City Goal**

Cabinet lead: **Mayor; Climate, Ecology and Sustainable Growth**

One City Approach – relevant to: **Environment; International**

Sustainable Development Goal(s): **SDG 12.8, SDG 13.2, 13.3, SDG 14, SDG 15**

Continue to develop programmes and initiatives that keeps the city on course to be run entirely on clean energy by 2030. This will include:

- Progressing the City Leap energy partnership to deliver £1bn worth of low carbon, smart energy infrastructure by approving a long-term partner who will help deliver a range of infrastructure projects across the city;
- Co-ordinating the delivery of heat and energy networks to supply more efficient and lower carbon heat and power to the city;
- Developing our strategy for energy efficient council housing;
- Exploring a business case for municipal bond investments into community energy projects.

(Ongoing)

Lead area: **Management of Place**

Cabinet lead: **Transport and Energy, the Green New Deal, Clean Air Zone planning; Finance, Governance and Performance**

One City Approach – relevant to: **Environment**

Sustainable Development Goal(s): **SDG 7.1, 7.2, 7.3, SDG 9.1, 9.4, SDG 11.1, SDG 13**

Work with city partners on our Clean Air Plan* and take action so that the city reduces levels of Nitrogen Dioxide to legally compliant levels in the shortest time possible. This work includes delivering a clean air zone and enhancing air pollution monitoring.

(Ongoing)

Lead area: **Development of Place; Linked to One City Goal**

Cabinet lead: **Transport, Energy and New Green Deal**

One City Approach – relevant to: **Environment; Connectivity**

Sustainable Development Goal(s): **SDG 3.9, SDG 11.6**

Actions in 2021/22

Deliver a Liveable Neighbourhoods* policy so we design and deliver sustainable, safe and attractive streets, and open up spaces to our local communities. This will be linked to the school streets programme that sees restrictions on motorised traffic at drop off and pick-up times.

(New)

Lead area: **Economy of Place**

Cabinet lead: **Transport, Energy and New Green Deal; Spatial Planning and City Design; Communities, Equalities and Public Health; Women, Families and Homes**

One City Approach – relevant to: **Connectivity; Economy and Skills; Homes and Communities**

Sustainable Development Goal(s): **SDG 11.1, 11.2, 11.3, 11.6**

Take forward the River Avon flooding strategy to inform the development of central Bristol and to protect local communities in the future. Develop a project to reduce flood risk in Avonmouth and Severnside, to encourage growth in the area and reduce the risk of flooding to existing homes.

(New)

Lead area: **Development of Place**

Cabinet lead: **Spatial Planning and City Design**

One City Approach – relevant to: **Environment**

Sustainable Development Goal(s): **SDG 1.5, SDG 11.5, SDG 13.1**

Develop ways to use public space that best supports our hospitality industry and local high streets on a more permanent basis, whilst encouraging walking, cycling, public transport options and green infrastructure improvements. This work includes the pedestrianisation of the Old City.

(New)

Lead area: **Development of Place; Linked to One City Goal**

Cabinet lead: **Spatial Planning and City Design; Transport, Energy and New Green Deal;**

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

Sustainable Development Goal(s): **SDG 3.9, SDG 9.1, SDG 11.2, 11.6**

Continue to work with communities, schools and young people so they use our green spaces. Support opportunities identified through our Future Parks Prospectus*. Develop a new Tree Strategy that will set out the way forward to meet our aspirations for tree planting in the city.

(New)

Lead area: **Management of Place**

Cabinet lead: **Climate, Ecology and Sustainable Growth; Communities, Equalities and Public Health**

One City Approach – relevant to: **Environment**

Sustainable Development Goal(s): **SDG 11.7, SDG 15**

Extend the Big Tidy initiative to all council housing sites and the rest of the city, covering wards not included in the original initiative. Implement a programme to review how to increase levels of recycling at 1,000 blocks of flats across the city. This will improve the environment and encourage communities to keep their neighbourhood's cleaner.

(New)

Lead area: **Management of Place**

Cabinet lead: **Waste, Commercialisation and Regulatory Services**

One City Approach – relevant to: **Environment**

Sustainable Development Goal(s): **SDG 12.2, 12.4, 12.5, SDG 15**

Actions in 2021/22

Support the development and operation of the West of England's electrical vehicle charging network including charge points for taxi drivers.

(Ongoing)

Lead area: **Management of Place**

Cabinet lead: **Transport and Energy, the Green New Deal, Clean Air Zone**

One City Approach – relevant to: **Environment**

Sustainable Development Goal(s): **SDG 3.9, SDG 9.1, SDG 11.6**

How will we measure success for this Key Commitment?

Bristol City Council owned measures:

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

City-wide measures that Bristol City Council contributes to:

- Increase the percentage of residents visiting a park or open space at least once a week
- Reduce carbon dioxide (CO₂) emissions in Bristol city (k tonnes)
- Reduce the proportion of deaths attributed to particulate air pollution
- Increase the percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide
- Reduce the council's own carbon dioxide equivalent (CO₂e) emissions
- Reduce the 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
- Reduce the residual untreated waste sent to landfill (per household)

Key Commitment 3:

Tackle food and fuel poverty*

Actions in 2021/22

Work with Feeding Bristol and other partners to reduce food and fuel poverty* and make sure that 'holiday hunger' and other poverty issues are addressed. Continue to deliver our Living Wage City programme. Support the development of a city-wide Food Equality Strategy and Action Plan to help tackle the root causes of food insecurity and unhealthy weight.

(New)

Lead area: **Communities and Public Health; Linked to One City Goal**

Cabinet lead: **Communities, Equalities and Public Health; Education and Skills**

One City Approach – relevant to: **Environment; Health and Wellbeing**

Sustainable Development Goal(s): **SDG 1.2, SDG 2.1, 2.2, SDG 7, SDG 8.5**

Revise our Food Growing Strategy alongside the Parks and Green Spaces Strategy. Identify how to attract more allotment tenants from across the city.

(New)

Lead area: **Management of Place; Linked to One City Goal**

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

One City Approach – relevant to: **Environment; Health and Wellbeing**

Sustainable Development Goal(s): **SDG 2.4, SDG 12.3**

Develop a strategy for energy efficient council housing aiming to be carbon zero by 2030 that will include pilot projects and funding bids. Run a pilot for 100+ private fuel-poor households that considers whole house retrofitting.

(New)

Lead area: **Housing and Landlord Services; Management of Place; Linked to One City Goal**

Cabinet lead: **Women, Families and Homes; Transport and Energy, the Green New Deal; Finance, Governance and Performance**

One City Approach – relevant to: **Environment; Homes and Communities**

Sustainable Development Goal(s): **SDG 1.2, SDG 7.1**

Continue to administer local welfare schemes to assist low-income households in financial difficulty. This will provide funds that help reduce food or fuel poverty, gives people access to household goods and supports accommodation provision.

(Ongoing)

Lead area: **Finance**

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

One City Approach – relevant to: **Economy and Skills**

Sustainable Development Goal(s): **SDG 1.2, 1.3, SDG 2.1, SDG 7.1, SDG 8.5, SDG 11.2**

How will we measure success for this Key Commitment?

Bristol City Council owned measures:

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

City-wide measures that Bristol City Council contributes to:

- Percentage of households in the most deprived areas who have used a food bank or charity in the last year
- Reduce the percentage of households which have experienced moderate or worse food insecurity
- Reduce the percentage of the population living in Fuel Poverty

Key Commitment 4:

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

Actions in 2021/22

Make sure the Economic Recovery Strategy supports the local cultural sector affected by COVID-19. Develop a stronger cultural offer and continue to offer good quality services which attract visitors. This will include:

- Support for our festivals and events sector;
- Continue to bring together the Bristol Film Office and Bottle Yard Studios to provide a collaborative offer for the city and region;
- Maintain Bristol's leadership for the museum sector across the South West.

(New)

Lead area: **Economy of Place**

Cabinet lead: **Mayor; Finance, Governance and Performance**

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

Sustainable Development Goal(s): **SDG 8.2, 8.9**

Make sure good quality leisure services are available and accessible post COVID-19, increasing participation in physical activity across the city.

(Ongoing)

Lead area: **Communities and Public Health**

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

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

Sustainable Development Goal(s): **SDG 2.2, SDG 3.4, SDG 11.7**

Work with key partners including the Bristol@Night panel, Destination Bristol, Avon and Somerset Police and Bristol Waste to build and embed our Purple Flag accreditation. This is given to city centres that excel in managing the evening and night-time economy. Make sure the wider city is operating effectively and safely at night.

(Ongoing)

Lead area: **Management of Place**

Cabinet lead: **Waste, Commercialisation and Regulatory Services; Strategic Planning and City Design**

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

Sustainable Development Goal(s): **SDG 5.2, SDG 8.9, SDG 16.1, 16.2**

Progress our capital projects including Bristol Beacon (the largest ever arts redevelopment in Bristol), and Hawkfield Studios that will deliver studio space and ensure the city benefits from the rapidly growing film and TV industry.

(Ongoing)

Lead area: **Economy of Place**

Cabinet lead: **Mayor; Finance, Governance and Performance; Strategic Planning and City Design**

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

Sustainable Development Goal(s): **SDG 8.2, 8.3**

Actions in 2021/22

Lead a programme of activities to make sure culture is delivered through libraries. This will be led by our 'reader engagement team' working with partners, funders, authors and local bookshops.

(Ongoing)

Lead area: **Economy of Place**

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

One City Approach – relevant to: **Culture**

Sustainable Development Goal(s): **SDG 11.3**

How will we measure success for this Key Commitment?

Bristol City Council owned measures:

- Number of attendances at Bristol City Council leisure centres and swimming pools*
- Number of visitors to Bristol Museums, Galleries and Archives*

City-wide measures that Bristol City Council 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 of residents satisfied (in deprived areas) with the range and quality of outdoor events

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

1. Investing in our flood defences including in Avonmouth Severnside Enterprise Area and harbour infrastructure.
2. Building a third household waste and re-use recycling centre.
3. Investment in our parks and green spaces and environmental improvements programme. Continuing to roll out the expansion of Bristol Heat Networks.
4. Investing in facilities including through our Electric Vehicles Centre of Excellence and vehicle fleet replacement programme.
6. Redevelopment of Bristol Beacon, development of the Hawkfield Business Park and the re-location of Bottleyard studios. (Subject to funding.)

Corporate Services, Statutory Requirements and Organisational Support

Underpinning all our work is the need to make the best use of our resources to provide good quality services, 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 steer us towards achieving these goals, allow us to work effectively and meet our core, statutory and regulatory obligations. This section lists the top-level actions for 2021–22 to these services.

Organisational Priority 1:

Redesign the council to work effectively as a smaller organisation.

Actions in 2021/22

Produce a revised Corporate Strategy following the Mayoral and council elections. This will account for new or updated priorities, take fuller account of the One City Plan and provide direction on new ways of working.
(New)

Lead area: **Policy, Strategy and Partnerships**
Cabinet lead: **Mayor**
Sustainable Development Goal(s): **SDG 16.6**

Use the technology platforms delivered through the IT Transformation Programme to promote a Digital Transformation agenda across the council. Build digital knowledge and skills across the organisation and re-assess our programmes of work. This will make sure we are working to the Digital Transformation strategy and the delivery of service improvements and efficiencies through use of modern technology.
(New)

Lead area: **Digital Transformation**
Cabinet lead: **Finance, Governance and Performance**
Sustainable Development Goal(s): **SDG 16.6**

Actions in 2021/22

Use the Data Insights and Analysis Programme to help us make better informed decisions with insights, business intelligence and data analysis, be more efficient and plan effectively.

(New)

Lead area: **Policy, Strategy and Partnerships**

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

Sustainable Development Goal(s): **SDG 16.10, SDG 17.18**

Deliver the Common Activities project working with services to enhance their processes and centralise functions where appropriate.

(Ongoing)

Lead area: **Workforce and Change**

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

Sustainable Development Goal(s): **SDG 16.6**

Embed a new Equality Impact Analysis toolkit, including training and resources to support managers in considering equality and inclusion in all major decision making.

(New)

Lead area: **Policy, Strategy and Partnerships**

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

Sustainable Development Goal(s): **SDG 5.1, SDG 10.2, 10.3**

Continue to 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 more remote working.

(Ongoing)

Lead area: **Legal and Democratic Services**

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

Sustainable Development Goal(s): **SDG 16.10, SDG 17.18**

How will we measure success for this Key Commitment?

Bristol City Council owned measures:

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

Organisational Priority 2:

Equip our colleagues to be as productive and efficient as possible

Actions in 2021/22

Work with WECA to align city priorities to regional strategies and to support delegated decision making and delivery. This will enable us to tailor our approaches to communities, particularly on employment and skills.
(Ongoing)

Lead area: **Policy, Strategy and Partnerships**

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

Sustainable Development Goal(s): **SDG 8, SDG 10.1, 10.2, 10.3, SDG 11.a, 11.b**

Review and improve how citizens interact with the council, to enable a 'one stop shop' for all council services accessed in-person, via telephone and/or online channels including video conferencing. Recognise not all citizens can contact us digitally.

(New)

Lead area: **Digital Transformation**

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

Sustainable Development Goal(s): **SDG 16.6**

Prepare and plan for the range of possible outcomes of the May 2021 elections. Deliver training for staff and a review to ensure political and senior leadership receive the support they require following the elections.

(Ongoing)

Lead area: **Legal and Democratic Services; Workforce and Change**

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

Sustainable Development Goal(s): **SDG 16.7**

Facilitate a governance review of our Shareholder Function*. Clarify roles and responsibilities and take steps to improve how we make and document decisions relating to the activities of the council's wholly owned companies.

(New)

Lead area: **Legal and Democratic Services**

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

Sustainable Development Goal(s): **SDG 16.6, 16.7**

Support the development and delivery of a Cabinet Members and Directors development programme and develop a comprehensive forward plan for Extended Leadership Meetings (ELM).

(Ongoing)

Lead area: **Workforce and Change**

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

Sustainable Development Goal(s): **SDG 16.6, 16.7**

Deliver a refreshed approach to performance management; collaborating across teams and services to create a more joined up process that enables high quality performance discussions and management.

(Ongoing)

Lead area: **Policy, Strategy and Partnerships**

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

Sustainable Development Goal(s): **SDG 16.6**

Actions in 2021/22

Conduct a review of harbour operations including suitable governance arrangements and a mooring licence review.

(New)

Lead area: **Management of Place**

Cabinet lead: **Mayor**

Sustainable Development Goal(s): **SDG 16.6**

Procure a new case management system so the legal service manage their case load better.

(New)

Lead area: **Legal and Democratic Services**

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

Sustainable Development Goal(s): **SDG 8.2, SDG 16.6**

Deliver internal communication campaigns, learning development programmes and 1 to 1 leadership coaching to support major change projects across our organisation.

(Ongoing)

Lead area: **Workforce and Change**

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

Sustainable Development Goal(s): **SDG 16.6**

How will we measure success for this Key Commitment?

Bristol City Council 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

Organisational Priority 3:

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

Actions in 2021/22

Tell colleagues what steps we are taking towards recovery and renewal. Focus on providing health and mental wellbeing support to staff in response to the COVID-19 pandemic, including with any support colleagues may require on returning to workplaces. Deliver the Workforce Strategy and Equality and Inclusion Strategy, including provision of mental health first aid training.

(New)

Lead area: **Workforce and Change**

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

Sustainable Development Goal(s): **SDG 3.4, SDG 8.1, SDG 10.3**

Actions in 2021/22

Improve equalities representation in our workforce. Take forward actions from our Advancing Equality and Inclusion action plan.

(Ongoing)

Lead area: **Policy, Strategy and Partnerships**

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

Sustainable Development Goal(s): **SDG 5.1, 5.5, SDG 10.1, 10.2, 10.3**

Work to achieve an 'Excellent' status in the Local Government Association's Equality Framework for Local Government and a top 100 place in the Stonewall Index.

(Ongoing)

Lead area: **Policy, Strategy and Partnerships**

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

Sustainable Development Goal(s): **SDG 10.1, 10.2, 10.3**

Implement our Member Development Programme in 2021 that will help members deliver their democratic duties as effectively as possible.

(Ongoing)

Lead area: **Legal and Democratic Services**

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

Sustainable Development Goal(s): **SDG 16.7**

Review and implement a new council wide system for the reporting, recording and monitoring of hate crime incidents.

(New)

Lead area: **Policy, Strategy and Partnerships**

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

Sustainable Development Goal(s): **SDG 10.1, 10.2 10.3, SDG 16**

Implement a new way of recognising and rewarding success, sharing learning and celebrating colleague achievements.

(Ongoing)

Lead area: **Workforce and Change**

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

Sustainable Development Goal(s): **SDG 16.6**

How will we measure success for this Key Commitment?

Bristol City Council 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 most deprived areas

Organisational Priority 4:

Be responsible financial managers and explore new commercial ideas

Actions in 2021/22

Continue to review and refresh the Medium-Term Financial Plan (MTFP) and Budget for ongoing financial sustainability and resilience as we respond to the short, medium and long term impact of COVID-19. Investigate innovative funding models available to cities globally and make sure all potential funding streams for major city projects are exploited.

(Ongoing)

Lead area: **Finance**

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

Sustainable Development Goal(s): **SDG 8.1, 8.2, SDG 9.1, SDG 17**

Review our revenue and commercial models so we have a sustainable business model in light of the pandemic. Establish whether pre-COVID-19 levels of income are possible and/or whether new income streams can be secured.

(New)

Lead area: **Economy of Place**

Cabinet lead: **Finance, Governance and Performance; Waste, Commercialisation and Regulatory Services**

Sustainable Development Goal(s): **SDG 8.1**

Progress our corporate landlord project including producing a corporate asset management plan. Activity will include a review of council depots that considers new services or models of service delivery. This will include Sandy Park depot where modern facilities could include possibilities for commercialisation.

(New)

Lead area: **Economy of Place**

Cabinet lead: **Finance, Governance and Performance; Waste, Commercialisation and Regulatory Services**

Sustainable Development Goal(s): **SDG 11.3, SDG 16.6**

Continue to administer and collect council tax and business rates whilst preparing for the revised business rates retention scheme by 2022. Deliver business support measures to assist local businesses experiencing hardship as a result of COVID-19.

(Ongoing)

Lead area: **Finance**

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

Sustainable Development Goal(s): **SDG 8.3, SDG 16.6**

Embed our updated Social Value* policy that seeks to secure added benefits within and across our communities. This is part of wider approach to procurement and using our buying power to support local economic, social and environmental wellbeing.

(Ongoing)

Lead area: **Finances**

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

Sustainable Development Goal(s): **SDG 12.6, 12.7**

Increase funding for early intervention and prevention services by reducing council expenditure on temporary accommodation. This will include procuring cheaper accommodation to reduce our losses in Housing Benefit subsidy.

(New)

Actions in 2021/22

Lead area: **Housing and Landlord Services**
 Cabinet lead: **Women, Families and Homes**
 Sustainable Development Goal(s): **SDG 11.2, SDG 16.6**

Embed a contract management system and framework that will support greater efficiency and value for money.
(Ongoing)

Lead area: **Finance**
 Cabinet lead: **Finance, Governance and Performance**
 Sustainable Development Goal(s): **SDG 16.6**

Develop and improve the Open Data platform with agency partners. Explore how Open Data and other digital innovation infrastructure could be commercialised, including delivering a region-wide platform.
(Ongoing)

Lead area: **Management of Place; Policy, Strategy and Partnerships**
 Cabinet lead: **Finance, Governance and Performance; Waste, Commercialisation and Regulatory Services**
 Sustainable Development Goal(s): **SDG 9, SDG 17.18**

Protect the public purse by fraud prevention, early detection and timely investigation. Identify social housing currently being used fraudulently so it can be re-allocated to those with a genuine housing need.
(Ongoing)

Lead area: **Finance**
 Cabinet lead: **Finance, Governance and Performance**
 Sustainable Development Goal(s): **SDG 16.5, 16.6**

Develop an Ashton Court Mansion Partnership Board, focused on the development of a vision for Ashton Court and secure an investment plan for the estate. This is part of a broader review of the council's property portfolio.
(New)

Lead area: **Management of Place**
 Cabinet lead: **Waste, Commercialisation and Regulatory Services; Communities, Equalities and Public Health**
 Sustainable Development Goal(s): **SDG 8.1, 8.9, SDG 11.7**

How will we measure success for this Key Commitment?

Bristol City Council owned measures:

- Forecast level of Bristol City Council financial reserves
- 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 'Small and Medium sized Enterprises'

Glossary of useful terms

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

From Theme 1 – Empowering and Caring

Key Commitment 1

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 the council, education leaders and the Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group are developing in co-production with parents and carers of children with SEND in order to address the main findings of the Ofsted report.

Belonging Strategy – a plan to improve services for children, young people and families across the city.

Community guardians – adults who spend time in neighbourhood places that could provide a safeguarding role.

Key Commitment 2

Everyone In scheme – launched in March 2020 to protect those sleeping rough against the virus as the country was put in lockdown. It saw thousands of people put up in emergency accommodation, such as hotels and hostels.

Changing Futures – MHCLG programme that aims to establish new, innovative and co-ordinated ways to better support vulnerable adults.

Key Commitment 3

BNSSG CCG – NHS organisation responsible for shaping healthcare services for the more than one million people who live in Bristol, North Somerset and South Gloucestershire.

Integrated Care System – brings together the organisations planning, buying and providing publicly-funded healthcare – including mental health and community care services – to the population of a geographical area.

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 Action Plan – a plan that sets out how people can come together to help improve their lives and solve the problems that are important in their communities.

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

Friends Groups – independent groups who work with Bristol Libraries to help create a library service that works for the whole community. These groups host coffee mornings as a social activity and to fundraise and they also raise money for extra library equipment or activities such as writing workshops.

From Theme 2 – Fair and Inclusive

Key Commitment 1

Housing Revenue Account – intended to record expenditure and income on running a council's own housing stock and closely related services or facilities, which are provided primarily for the benefit of the council's own tenants.

Bristol Local Plan – outlines the council's policies for deciding planning applications.

Hengrove Park – plans for a mixed-use development building homes on two brownfield sites in South Bristol at Hengrove Park and Hartcliffe Campus.

Modern Methods of Construction – includes use of off-site construction techniques that can benefit from mass production techniques e.g. panellised units produced in a factory and assembled on-site to produce a three-dimensional structure.

Key Commitment 2

Alternative Learning Provision – for pupils who can't attend mainstream educational settings because of health, emotional or behavioural reasons.

Key Commitment 3

West of England Combined Authority – combined authority within the West of England area, consisting of the local authorities of Bristol, South Gloucestershire, and Bath and North East Somerset.

Living Wage – defined as the minimum income necessary for a worker to meet his or her basic needs.

Key Commitment 4

Bristol Impact Fund – funds projects that tackle the city's inequalities and builds on communities' strengths.

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.

Meanwhile use – refers to the short-term use of temporarily empty buildings such as shops until they can be brought back into commercial use. It takes a

potential problem and turns it into an opportunity and helps keep an area vibrant.

From Theme 3 – Well Connected

Key Commitment 2

Technology Enabled Care – refers to the use of telehealth, telecare and telemedicine in providing care for people that is convenient, accessible and cost-effective. These services use technology to support people to live safely and independently in their own homes and can be helpful to people at risk of falls.

Key Commitment 3

Economic Recovery and Renewal Strategy – produced with input from a wide range of institutions, organisations and individuals in Bristol, and begins to set out our priorities for recovering and renewing the city's economy in the context of sustainable development.

WECA Digital Skills Investment Programme – will support:

- Basic digital skills and access – to build capacity to increase access and take-up;
- Medium to high-level digital skills – to build on skills interventions and assets in the region to create a multi-partner approach to deliver short, innovative, bespoke training courses addressing digital skills gap

Census 2021 – all households in England and Wales will be surveyed on their lifestyle and living situation.

Key Commitment 4

We Are Bristol History Commission – brought together to explore Bristol's past, its membership includes professional historians and a wide-range of academics from sectors including philosophy, trade unions, arts and culture, and law.

Inherited City framework – sets out framework for future development of heritage related projects and initiatives.

From Theme 4 – Wellbeing

Key Commitment 1

Local Outbreak Management Plans – provides a blueprint for managing COVID-19 outbreaks to protect residents and support the most vulnerable. Sets out measures to prevent any further local outbreaks as well as action to respond rapidly to any outbreaks, limiting further transmission.

Healthier Together – a group of health organisations and local authorities working in partnership to improve wellbeing and join up care.

Troubled Families Programme – programme that conducts targeted interventions for families experiencing multiple problems, including crime, anti-social behaviour, truancy, unemployment, mental health problems and domestic abuse.

Key Commitment 2

COP26 – United Nations Climate Change Conference, also known as COP26 is scheduled to be held in Glasgow (UK) from 1 to 12 November 2021.

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

Liveable Neighbourhoods – also known as “low-traffic neighbourhood”, an area where people are better able to walk, cycle, scoot, wheelchair, and enjoy their street and public realm due to a diminished presence of the car.

Parks Prospectus – will outline Bristol’s green spaces, setting out areas of opportunity to enhance health, wellbeing and sustainability. Also explores 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.

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.

Corporate Services, Statutory Requirements and Organisational Support

Shareholder function – shareholders of any company have a responsibility to ensure that the company is well run and well managed.

Key: Performance measures

Clarification of additional notes added to ‘How will we measure success?’:

- * here indicates that this indicator was suspended in 2020/21 due to the impact of COVID-19 and will have a new baseline set in 2021/22
- ‘QoL’ indicates this measure comes from the council’s Quality of Life (QoL) survey, used to monitor citizen perception and satisfaction with a range of issues in Bristol
- ‘OCP’ indicates this measure is linked to Bristol One City Plan (OCP) priorities for 2021/22

You can request alternative formats of this document by calling **0117 922 2848**