

BRISTOL CITY COUNCIL**CABINET****29 MAY 2008**

Report of: Helen Ball, Head of Policy, Performance and Equalities

Title: Corporate Plan 2008 - 11

Ward: City-wide

Contact Officer: Helen Ball

Contact Telephone Number: 0117 922 2894

RECOMMENDATION

Cabinet is asked to recommend the draft Corporate Plan 08 - 011 to Full Council on 10th June 2008.

Summary

The Corporate Plan sets out the vision for the city and the short term actions that we will take, over the next 3 years to achieve it. It sets out the key challenges, identifies priorities and sets a clear direction for service delivery.

In summary, the Corporate Plan does two things. Firstly it sets out the City Council, together with our partners, will make in tackling the key long-term challenges facing the city. Secondly, it highlights the areas of our own core business that are to be transformed.

The significant issues in the report are:

The 4 Priorities are summarised on page 6 of the attached Appendix.

Policy

1. The Corporate Plan sets out the overarching policy context for the Council. It is linked to the emerging Sustainable Community Strategy, the Local Area Agreement and MTFP. It sets the framework for individual strategies and plans.

Consultation

2. Internal

Chief Officers, Overview and Scrutiny Management Committee, Full Council through the State of the City Debate in January 2008

3. External

Stakeholder Conference on 5th November 2007

Citizens Panel "Priorities for Bristol questionnaire" October 2007

Ask Bristol on line consultation. Best and Worst things about living in Bristol - October 2007

4. Context

The Corporate Plan priorities as set out in the attached appendix have been developed through discussion and consultation with partners and stakeholders.

The priorities are reflected in the emerging framework for the Interim strategic statement for the Sustainable Community Strategy 2008-2028.

- 5.** The Corporate Plan sets out the vision for the city and the short term actions that we will take, over the next 3 years to achieve it. It sets out the key challenges, identifies priorities and sets a clear direction for service delivery.

The Corporate Plan does two things. Firstly, it outlines the contribution that the City Council, together with our partners, will make in tackling the key long-term challenges facing the city. Secondly, it highlights the areas of our own core business that are to be transformed.

- 6.** Driving Bristol's economy so that the City can contribute to and benefit from the global economy and fulfil our potential as a top European City is a key driver for the Corporate Plan. Ensuring opportunity, prosperity and fairness for all. A focus on tackling deprivation and working with and for neighbourhoods will underpin all the priorities and actions that we take.

Proposal

- 7.** That Cabinet recommend the draft Corporate Plan 2008 - 11 to Full Council.
- 8.** It is proposed that the plan will be primarily accessed via the internet and intranet. A summary leaflet version will also be produced, for the public at reception areas of Council buildings

and for staff, delivered within the pay slip.

Other Options Considered

9. None. Amendments to the draft Corporate Plan that are agreed by Cabinet will be incorporated into the draft for Full Council on 10th June 2008.

Risk Assessment

10. The main risks associated with the Corporate Plan are reputational risks of not delivering stated commitments.
11. Risk assessments are carried out on the detailed implementation of the priorities.

Equalities Impact Assessment

12. The Corporate Plan is not intended to be a full statement of all the Council will do. It is a concise statement of the vision for the city and how we are responding to the challenges ahead.
13. Equalities Impact Assessments are carried out for the specific strategies and plans that support the priorities within the Corporate Plan. Service plans contain details of how equalities will be addressed within service areas.
14. The Corporate Plan makes explicit the intention to focus activity towards addressing disadvantaged communities. Whilst disadvantage is not a specific equalities strand many residents in disadvantaged communities are also from equalities communities.
15. Explicitly, the Corporate Plan commits in the vision to “a city that everyone is proud to live in. Whatever their age, origin, background, needs and lifestyle, we want all residents to have a sense of ownership and belonging.”

Legal and Resource Implications

Legal

There is a duty upon the Council to prepare a Sustainable Community Strategy for promoting and improving the economic, social and environmental well-being of the area and contributing to the achievement of sustainable development within the United Kingdom.

There is an obligation (which has been answered) to consult and ensure participation with relevant persons/bodies (Local Government Act 2000). The responsibility for agreeing the Strategy falls upon the full council and it is the responsibility of the Cabinet to recommend a Strategy to it.

The Corporate Plan is not a statutory document but it articulates how the council will work on the key cross cutting issues, with partners, and how the Council will prioritise the improvements of its services. Critically, it also sets out the vision for the city. This report sets out the context, consultation and justification of this 3 year plan.

Stephen McNamara, Head of Legal Services. 25 April 2008

Financial

The financial context is set out in section 1.3 of the Corporate Plan. The Plan sets out priorities which will guide the medium term financial plan and capital strategy. The budget for 2008/09 includes the allocation of more than £4m to priorities, particularly for the safer and Healthier and Better Neighbourhoods themes.

A key element of the MTFP will be the release of additional resources for redeployment through the business transformation programme. The MTFP will be updated when work on the business transformation programme has progressed sufficiently for robust estimates to be made of the scale of the redeployment of resources.

Carew Reynell, Director of Central Support Services. 14 May 2008

Land

Good asset management will enable a number of areas identified in the Corporate Plan to be delivered. This may be by considering reinvestment, alternative use or working with third party organisations to achieve wider objectives.

Alun Owen, Divisional Director, Property and Finance. 13 May 2008

Personnel

The redirection of resources and reshaping of services to better achieve the priority outcomes set out in the Corporate Plan will in some cases have staffing implications. When that is the case, the Council's policies and procedures for the management of change will apply.

Carew Reynell, Director of Central Support Services. 14 May 2008.

Appendices:

The Draft Corporate Plan 2008 - 11

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

Environment Impact Checklist

Title of report: Corporate Plan 2008 - 11			
Report author: Helen Ball			
Anticipated date of key decision: 29th May 2008			
Summary of proposals: Cabinet is asked to recommend the 2008 - 11 Corporate Plan to Full Council on 10th June 2008			
Will the proposal impact on...	Yes/ No	+ive or -ive	If yes...
			Briefly describe impact
Emission of Climate Changing Gases?			<p><u>Please see summary</u></p> <p><u>Please see summary</u></p>
Bristol's vulnerability to the effects of climate change?			
Consumption of non-renewable resources?			
Production, recycling or disposal of waste			
The appearance of the city?			
Pollution to land, water, or air?			
Wildlife and habitats?			
Consulted with: Please see main report			
Summary of impacts and mitigation - to go into the Cabinet / Council Report			
<p>The Corporate Plan sets out the over arching priorities and commitments for the Council for the next 3 years. The plan makes explicit commitments to tackling climate change and improving the environment.</p> <p>The Council has committed to ensuring that all major projects, which includes all proposals in the Corporate Plan, will be subject to Environmental Impact Assessment (EIA), Strategic Environmental Assessment (SEA), or Eco-Impact Assessment from the earliest possible stage in their development. This will allow impacts to be identified early and mitigation measures effectively implemented. The overall environmental impact of the Corporate Plan and the achievement of its environmental objectives will depend on the timing and thoroughness of the assessments, and implementation of the mitigation measures.</p> <p>The proposals within the Corporate Plan with the most significant environmental impacts are:</p> <ul style="list-style-type: none"> ● Major construction: Hengrove Park, new housing, and schools. ● Major transport initiatives: M32 Park & Ride, Greater Bristol Bus Network. ● Waste: disposal of residual municipal waste, and improving recycling. ● LDF: implementation and delivery. ● Delivery of services to adults and children. 			
Checklist completed by: Name: Kathy Eastwood Extension: 22953		Date: 14.05.08	
Dept: Central Support Services		Verified by Environment and Sustainability Unit	

DRAFT Corporate Plan 2008 - 2011

1.1 OUR CITY: Foreword

Welcome to Bristol City Council's 2008 - 11 Corporate Plan. This plan describes the city that we want Bristol to become and how we will achieve this. It sets out the key challenges and our vision for the city.

The plan is ambitious and is based on the priorities that residents have told us are important. It reflects the contribution that, alongside our partners, we need to make in tackling Bristol's key long-term challenges, and highlights the areas of our own core business that we need to transform. Crucially, it puts emphasis on where we need to improve the most. It sets out actions in the next three years to transform our council and make a real difference to the lives of Bristol residents – qualifications and skills for the 21st century, a range of attractive job opportunities, affordable homes and a high quality physical environment.

It is an exciting time for Our City. Our aspiration is to drive Bristol's economy so Our City can contribute to and benefit from the global economy and fulfil our potential as a top European city.

Our focus on tackling deprivation and working with and for neighbourhoods will underpin all that we do. This plan shows how we will work with partners and stakeholders to create a place where all Bristol's neighbourhoods and citizens feel they can join us in proudly and confidently describing Bristol as "Our City".

Photographs

Chapter		Section	Page no
1. Our City	1.1	Foreword	1
	1.2	Introduction	3
	1.3	The Financial Context	3
	1.4	Working in partnership	3
	1.5	Our Wider Role – West of England	4
	1.6	Our City: Vision	4
	1.7	Our City: Better Neighbourhoods	5
	1.8	Meeting the Challenge: Delivering the Vision	5
	1.9	Priorities	6
2. Our City: Ambitious together	2.1	A Regional Capital	8
	2.2	Sharing in our City's Prosperity	8
	2.3	An effective transport system	10
	2.4	A dynamic cultural offer	11
	2.5	Our City: Together	12
	2.6	Our Green City	12
3. Making a Difference	3.1	For Efficient, Responsive Services	14
	3.2	For Children and Young People	15
	3.3	For Older People and Disabled People	16
4. Our City: Safer and Healthier	4.1	Safer Communities	19
	4.2	Healthy Lifestyles: Healthy Communities	20
5. Better Neighbourhoods	N/A	N/A	20

1.2 Introduction

Our Corporate Plan sets out what, within available resources, we plan to achieve over the next three years towards the delivery of the longer-term vision for the city. It is not intended to be a full statement of all that we hope to do. Instead, it is a statement of our vision for the city and how we are responding to the key challenges ahead. Other strategies and plans provide more detail about individual themes and our specific performance measures are contained in our Performance Plan. There are links to these at the back of this document.

1.3 The financial context

The purpose of the plan is to identify priorities and set a clear direction for service delivery. It is closely linked with the Council's medium-term financial plan and capital strategy, which show how we align our resources to deliver our priorities for the city.

It is estimated that the overall level of resources will not increase over the period of the plan, so increased spending on priorities will require savings elsewhere. A programme of efficiency savings and business transformation will release resources for reinvestment in our priorities. The budget for 2008/09 included the allocation of more than £4m to priorities, particularly for the Safer and Healthier and Better Neighbourhoods themes.

1.4 Working in partnership

The city's priorities cannot be delivered by the council alone. Crime, education, traffic congestion and health are examples of major issues that need to be tackled in partnership with other agencies and stakeholders, including the health services and the police. This Corporate Plan is linked to the emerging framework for Bristol Partnership's Sustainable Community Strategy, developed together with representatives of stakeholders in the city. A recent review of the partnership has given renewed commitment to improved partnership activity at a strategic level. This Corporate Plan shows the contribution the council makes to delivering against the key challenges facing the city as a whole, as well as focusing on improving our own core services.

Some of the Bristol Partnership's key delivery commitments are contained in Bristol's Local Area Agreement. These are specific,

challenging targets, agreed with the government. Links to this agreement are at the end of this document.

We are also currently preparing a series of planning documents known as the Bristol Development Framework. Based on extensive consultation, these key documents will guide physical growth and change in the city over the next 20 years and into the longer term.

1.5 Our wider role

Bristol cannot operate in isolation from the sub regional economy. It is the largest urban area in England's South West, accounting for around a quarter of the region's jobs. Economic markets, housing markets and shopping patterns are not confined to administrative boundaries. Commuters from across the West of England travel to work in the Bristol area. We work closely with Bath & North East Somerset, North Somerset and South Gloucestershire Councils on key strategic issues, such as transport and waste. A link to Vision 2026, the West of England Partnership's overall vision can be found at the end of this document.

Bristol has a wider role to play, both nationally and internationally. Although we do many things on our own, many decisions affecting the city are made at regional, national and international level. We are working with policy-makers and other cities from across the UK and Europe, particularly through the Core Cities Group of major English Cities, to influence decision-making, find better ways of working and, where possible, to secure funding and investment for Bristol.

1.6 Our City: Vision

Bristol is changing quickly, both physically and demographically. An extra 54,200 jobs, 29,500 new homes and 53,800 new residents are all predicted by 2026. Bristol is also a diverse city. We welcome the economic and cultural benefits that this brings.

Bristol is a vibrant city, with influence extending far beyond its boundaries. Our vision for Bristol is as an ambitious international city that plays its full part in leading and influencing the future of the city region, region and the UK as a whole. We want to maintain and build the opportunities for investment and economic growth, working with all sectors to secure a dynamic economy that creates and sustains jobs for Bristol residents.

1.7 Our City: Better Neighbourhoods

Not all residents share the benefits of our prosperous, growing economy. The cost of housing puts it out of reach of many of the city's residents and in some communities a high number of people do not have the skills to take advantage of new jobs. Our ambition is to improve the quality of life for all. We must make a real and significant difference to the lives of those who experience disadvantage by tackling the root causes. By unlocking the potential of areas of deprivation, the whole city will benefit. We are committed to transformational change.

Where we live has always been important. It can define who we are, shape our experiences and influence our expectations. We want all neighbourhoods to be places where people want to live - clean, safe, high quality environments, free from crime and anti-social behaviour with access to green spaces and the right balance between people and cars.

To achieve this, all communities must be empowered to influence their neighbourhoods and how services are delivered. We are committed to listening and responding to residents, through the development of Neighbourhood Partnerships across the city, creating a real opportunity to improve the quality of life in all neighbourhoods.

As elected community leaders, our councillors are in a unique position to provide a link between neighbourhood and strategic agendas and between residents and services. Through championing their locality and working with residents and agencies, the ward councillor's role on Neighbourhood Partnerships is key to delivering real change on local issues.

Our vision for Bristol is a city that everyone is proud to live in. Whatever their age, origin, background, needs or lifestyle, we want all residents to have a sense of ownership and belonging.

1.8 Meeting the challenge: Delivering the vision

We face many challenges and must balance competing priorities. We need to make difficult decisions about how we manage and deploy our resources. Put simply there are three key challenges that we share with our partners:

- *To ensure Bristol is a successful city,*
- *To work to ensure that everyone can share in that success and*
- *To make that success sustainable, protecting our environment for future generations.*

We want the council to be one of the top performing authorities in England with services that respond to residents' needs, that provide value for money and which residents trust and value. This plan recognises that not everything can be a priority. We have emphasised where we think we need to make the greatest improvement. We must transform services, stepping up the pace of change. We will do this through focusing on the needs of the customer and delivering value for money.

Reflecting our commitment to delivering high quality cost-effective services we will make a real difference to attainment in schools, the independence of older people, waste collection and recycling services, reducing crime and improving the quality of our neighbourhoods.

We will also focus, with our partners, on tackling crime and fear of crime, improving public transport and the actions we must take today to deliver a healthier city in the future.

Finally, but equally as important, we will concentrate on building on the potential for the city as a prosperous and ambitious regional capital. Where all Bristol residents can share in the benefits that this brings and feel a real sense of belonging to the city – driving up opportunity, prosperity and fairness for all.

1.9 The four Our City themes are priorities that will guide all our activity

- *Our City: Ambitious Together – going for growth that all can contribute to and benefit from.*
- *Our City: Making a Difference – achieving lasting improvements in the key services we provide that are not currently up to standard.*
 - for efficient, responsive services – across all the services that we deliver, in particular for services where we need to make the greatest improvement.
 - for children and young people.

- for older people and disabled people.
- Our City: Safer and Healthier – *ensuring that citizens feel safe from crime and anti-social behaviour and can enjoy a healthy lifestyle.*
- Our City: Better Neighbourhoods – *ensuring that Bristol residents experience significant change in the physical quality of their neighbourhoods and have opportunities to shape improvements at this level.*



2.1 A REGIONAL CAPITAL

To deliver our vision for Bristol as an ambitious international city we need to maintain and build the opportunities for investment and economic growth, working with all sectors to achieve a dynamic economy that creates and sustains jobs for Bristol residents. We need to encourage growing business sectors, such as creative industries, environmental technologies and financial services. The creative industries sector, is one of the fastest growing in the region's economy. It is worth £1 billion in the south west of England and employs 5% of the region's workforce. In Bristol, the sector employs 3.7% of the workforce and generates a turnover in excess of £360 million.

With our partners, our vision for the Bristol economy is to continue to develop as the dynamic heart of a city region near the top of UK and European premier leagues for both economic performance and quality of life.

We welcome the challenging agenda for the growth of the city – growth in housing and the economy. To manage this successfully we will, with our partners, ensure that this growth is sustainable and make significant investment in the city's infrastructure: transport, housing and facilities, supporting a step change improvement in our transport network. We will link opportunities with needs and ensure that growth is balanced and sustainable.

2.2 SHARING IN OUR CITY'S PROSPERITY

Not all of Bristol's residents benefit from the city's opportunities. Making a real and significant difference to the lives of those who experience disadvantage is a complex, long-term challenge with implications for all our services and partners.

In order to achieve the greatest possible benefit from the growth of the city, we will prioritise actions that tackle the root causes of disadvantage. These actions cut across all our priorities, evident throughout our Corporate Plan.

In the next 3 years, we will deliver this priority by:

- **Increasing affordable housing.** Responding to the consistent concerns of Bristol residents, we will deliver at least 440 new affordable homes each year and bring at least 270 empty private homes back into use each year. We will do this by working with registered social landlords, the new Homes and Communities Agency and private developers.
- **Starting new housing developments.** We will take forward schemes at Kingswear/ Torpoint/Marksbury Road, Filwood and Lockleaze, to help deliver the sustainable growth of the city.
- **Delivering Phase 1 of a major regeneration scheme at Hengrove Park.** Using opportunities of growth to upgrade the environment and community infrastructure, improve and diversify the housing offer and bring a greater range of jobs in the neighbourhood. **A Skills Academy will open in 2009 and a community hospital in 2010.** There will be a major business headquarters building and leisure complex. The Skills Academy and the nearby Hartcliffe Campus will develop the skills of local people to enable them to access the new employment opportunities.
- **Increasing job opportunities in disadvantaged neighbourhoods.** We will work with partners to maximise opportunities for workless people from disadvantaged neighbourhoods to take up the 4,000 new jobs at the new Cabot Circus shopping development. This will also reduce the number of people claiming incapacity benefits in Ashley, Lawrence Hill and Filwood wards – our target is a reduction of 300 claimants.
- **Increasing the rate of business start up and survival.** We will support the growth of an enterprise culture by increasing the supply of more small workspace and incubator units in disadvantaged neighbourhoods.
- **Providing people with the skills they need for jobs - and employers with the skilled workforce they require for growth.** We will do this by reducing the number of 16 – 18 year olds not in education, training or employment and increasing the number of adults with the skills to access jobs.

2.3 AN EFFECTIVE TRANSPORT SYSTEM

This is critical to the success of our city. Bristol residents are most concerned about traffic and congestion and connecting communities is vital to economic growth. More and better quality public transport improves access to employment, particularly for adults and young people in disadvantaged communities.

With our neighbouring authorities, we will take forward stronger sub regional governance for transport, to build on the work already underway, to develop long-term solutions to traffic and congestion.

Over the next 3 years we will deliver this priority by

- **Expanding Park and Ride Services and Residents' Parking Schemes.** This will reduce congestion and air pollution and improve accessibility and road safety. We will expand Portway Park and Ride scheme by nearly 300 spaces and significantly extend the bus lane out from the city centre. We will also bring forward plans for an M32 Park and Ride and implement a city centre residents parking scheme.
- **Rolling out the Greater Bristol Bus Network.** This will improve bus reliability and punctuality – extending the success of the city's first two Showcase Bus Routes to many other routes across Bristol. The programme will deliver bus lanes and bus priority measures to improve real-time information for passengers, while working with First to improve the fleet. The network will include a bus lane on the M32, whilst retaining current lanes for other vehicles, in time for the opening of Cabot Circus.
- **Taking action on traffic congestion.** We will do this by completing the construction of a new expanded Urban Traffic Control Room; introducing stricter parking enforcement on all strategic routes and installing variable message signs in the city centre – providing real-time accurate information on all major city centre car park spaces and other traffic information to help motorists make travel choices
- **Enhancing Rail Services.** We will increase services on the Severn Beach line by providing an additional train unit and together with First Great Western, we will also improve information systems at all stations and provide more shelters, signage, seating and improved lighting – making stations safer and more accessible. We will work with the South West Regional Development Agency and the rail companies to improve Temple Meads Station, initially upgrading passenger travel information and, in the long term, improving customer facilities, public transport access and car parking.
- **Improving road safety.** We will reduce deaths and serious injuries on the roads through targeted junction improvements (including Junction 3 of the M32), the wider use of Vehicle Activated Signs and enhanced education and awareness raising, in conjunction with the West of England Road Safety Partnership.

2.4 A DYNAMIC CULTURAL OFFER

Diverse and dynamic cultural opportunities are also vital to our city's ambitions. Bristol residents regard culture and leisure opportunities among the best things about living in the city. We will continue to develop our cultural opportunities, benefiting residents and our economy through tourism.

Over the next 3 years we will delivery this priority by

- **Completing the £20 million foyer complex at Colston Hall.** This first phase of Our City's major venue will help deliver a greatly improved programme of performance and education.
- **Opening a state-of-the-art Museum of Bristol.** This new attraction on the Harbourside will tell the story of Bristol and its people in a dynamic and interactive way. The Museum is scheduled to open in 2011.
- **Investing in the Harbour Festival** and other major events. This annual festival and other major events attract visitors to Bristol, boosting the city's international reputation. New initiatives include an internationally important 10 kilometre road race to build on the established success of the Bristol Half Marathon.
- **Co-hosting the UK School Games in 2008.** In partnership with neighbouring authorities, universities and sports bodies we will encourage young people to achieve their sporting potential - and deliver Project 360, a celebration of extreme urban sports.
- **Extending neighbourhood arts and sports provision.** Building on previous successful arts and health projects, we will and develop new joint arts and sports activities in targeted areas of the city.

2.5 OUR CITY: TOGETHER

Bristol has a changing, diverse population. New and growing communities are settling in the city, bringing many advantages as well as new challenges around cohesion and integration.

Our aim is for residents to have a shared sense of ownership and belonging and for cross-community benefit from better services. We are committed to strong leadership on community cohesion. This means building strong and positive relationships between people from different backgrounds and circumstances in the workplace, in schools and within neighbourhoods. Like many of our priorities, it is an on-going long-term challenge.

In the next 3 years we will delivery this priority by:

- **Building cohesion within our communities.** We will strengthen the information we have on the changing nature of our city so that we can target our actions and resources more effectively for the benefit of all. We will deliver a 3 year programme of work with faith communities and extend our Building the Bridge work with Muslim communities to encompass all communities across the city.
- **Tackling inequality.** We will work to ensure that all our services are sensitive to the needs of different communities. The independent Legacy Commission will oversee a three-year programme of work to tackle inequalities in services, for the benefit of all communities.

2.6 OUR GREEN CITY

We all recognise the importance of Bristol's quality of life, for both residents and investors. It is vital that we deliver sustainable growth within environmental limits. Our long-term vision sees additional housing delivered in communities that feature affordable housing, mixed tenure, good quality open space, accessible public transport, cycling and walking friendly environments with employers, leisure, retail and healthcare facilities on the doorstep.

In the short to medium term, we are committed to working with our partners to deliver a range of initiatives to ensure the city

develops in a sustainable way, tackling climate change by reducing CO2 emissions and ensuring that Bristol is a great place to live for future generations.

We currently have the best recycling rates for any major city. The challenge is how to improve on this and to increase customer satisfaction with our waste and recycling service.

In the next 3 years we will deliver this priority by:

- **Maximising recycling and re-use and reducing the amount of waste generated.** We will do this by providing more households with access to the food waste collection scheme and continuing to roll out communal recycling facilities to blocks of flats. We will drive up participation rates in low performing areas by engaging with residents face to face. We will exceed the 40% statutory target for recycling by 2010.
- **Reducing CO2 emissions.** We will tackle climate change by working with partners and businesses to create a robust strategy for reducing the city's per capita carbon dioxide emissions to achieve a reduction of 60% by 2050. We will also make the city more resilient and better adapted to changes in our climate.
- **Creating a long-term solution to waste.** This is a key strategic issue for the city. We will continue to work with neighbouring authorities to secure a long-term, sustainable solution for residual waste – the waste that cannot be recycled.
- **Adopting the Bristol Development Framework.** This strategic plan will set out how all decisions on land-use will be made and will replace the current Local Plan. This plan will ensure that all future decisions are sustainable, taking into account the future quality of life of the city.
- **Making significant progress on developing Hengrove Urban Village.** We want this development in South Bristol to be a best possible example of urban living, designed to integrate local employment, local energy sources and high quality green spaces.

3.1 FOR EFFICIENT, RESPONSIVE SERVICES

Improving the quality, accessibility and value for money of our services is a key commitment to Bristol residents. Our services are improving, but not fast enough. We will continue the drive for high quality services that residents will be proud of and increase the pace of change to make our services flexible, responsive and sound value for money.

We are embarking on a long-term programme of improvement, that will reduce costs and transfer resources into more tailored services, that meet the needs of our diverse population.

In the next 3 years we will deliver this priority by:

- **Improving efficiency through commissioning.** We aim to significantly increase efficiency by service remodelling, improved commissioning and procurement, working in partnership and a range of efficiency programmes, recognising that the council is not always best placed to directly deliver all the services we are responsible for.
- **Increasing customer and resident satisfaction with our services.** Resident and customer feedback on our services is key to improvement. We regularly ask residents and service users how satisfied they are with what we do, but overall satisfaction with our services is currently one of the lowest in the country. Our aim is to respond better to this feedback and within three years to have significantly increased customer satisfaction with our services.
- **Improving access to our services.** Residents have different lifestyles and we need to offer flexible ways for them to contact the Council and access services. We will open two new flagship Customer Service Points in the city centre and Bedminster, and expand the council's Customer Service Centre to provide easy access to even more services up until 8pm every weekday evening.

For residents and businesses who prefer to use the internet, we will expand the range of services that can be accessed on-line. This will not only enable people to contact us at a time that suits them but will also generate significant savings to re-invest in front-line services.

- **Developing our workforce.** We will work with staff and trade unions to develop our workforce, enhance the Council's reputation as an employer and ensure our workforce, particularly at a senior level, reflects the diversity of the community we serve.
- **Communicating better.** We will provide more and better information to residents, staff and partners, so that our key service improvements are clearly understood and residents know that their concerns have been responded to.

These improvements will underpin all our services. We will increase the pace of change where the need is the greatest.

3.2 FOR CHILDREN & YOUNG PEOPLE

We will work with our partners to ensure the best possible outcomes for Bristol's children, young people and families. All services have a role to play in putting the well-being of children and young people at the heart of everything we do.

The council and its partners have an agreed plan of action that sets out in detail our priorities to improve services for children and young people in Bristol. (*Links to the full plan at the back of this document*).

In the next 3 years we will deliver this priority by:

- **Raising attainment at all key stages and at 19 and particular in relation to underperforming groups.** This will include targeted action to support black and mixed heritage pupils, children in care and children with disabilities and learning difficulties
- **Improving attendance and reducing exclusions.** Children and young people can only achieve well if they are positively engaged in learning. Good attendance and

inclusion also reduces their chances of becoming involved in crime or other activities that put them at risk.

- **Reducing the number of children in care.** We will provide families with the support they need to resolve their difficulties and increase the number of children adopted – to support children being raised in families wherever possible.
- **Reducing offending and re-offending.** We will encourage young people to engage in positive activities and behaviours.
- **Re-building schools.** Our aim is to develop learning environments that are fit for the 21st century. By 2013 we will have rebuilt all of our secondary schools and a significant number of primary and special schools.
- **Providing 24 new Childrens Centres.** These new centres will enable services from across agencies and specialist teams to work closely together to identify and meet the needs of children and families early, before difficulties become a crisis situation.
- **Reducing teenage conceptions.** We will do this through a comprehensive programmes of sex and relationship education, targeting interventions, and learning from good practice elsewhere.

3.3 FOR OLDER PEOPLE & DISABLED PEOPLE

Our vision is to develop flexible, quality services for older people, disabled people and vulnerable adults, to match individual needs and meet the needs of a changing population. Through extensive engagement we know the importance of promoting choice, dignity and respect and that this quality of life can best be improved through effective partnerships. With our partners we have developed a Quality of Life Strategy for Older People (*Link at the end of this plan*).

We are committed to making real step changes to modernise services and develop new ways of engaging with older and disabled people in Bristol so they can positively contribute to the change and development of council services.

In the next 3 years we will deliver this priority by:

- **Actively promoting service user and carer independence, safety and well being.** We will refocus our services to enable more people to live at home through strengthened home care support and new respite care for when they or their carers needs a break.
- **Developing a network of reablement services.** These new services will support people to regain their independence when they have, for example, been in hospital or experienced other kinds of crisis in their lives.
- **Extending very sheltered housing.** We will complete a programme of delivery – 600 homes in very sheltered houses and expand provision of other forms of supported living.
- **Developing self directed care.** Through personalised approaches we will enable many more people to directly design and control how their needs are met. This self directed care will be fair, accessible, responsive and fully connected to other council and health services. Older people and disabled people will be able to access the advocacy and information services that they may need.
- **Increasing early intervention and prevention services.** We will work with a range of partners through the “Putting People First in Bristol” programme.
- **Widening opportunities for older people.** Developing Older People’s Quality of Life Strategy, including volunteering services and an annual “Celebration of Age” festival.
- **Developing Linkage hubs.** Based on two pilots being launched in 2008, we will provide new social hubs where older people can access information, support and develop networks to support their health and well being. Older people themselves will be fully involved in the development of these projects.
- **Reducing fear of crime.** We will provide new security measures so older people and vulnerable adults will feel safer in their own home. Through initiatives such as the creation of No Cold Calling Zones, we will give residents the confidence to refuse cold callers, reducing fear of crime and door-step crime – issues of particular concern to older people.
- **Expanding older people’s access to physical activities.** We will work with leisure providers to develop new opportunities to help older people stay healthy and independent.



4.1 Safer communities

Freedom from crime and anti-social behaviour is fundamental to our quality of life. Bristol residents consistently tell us that crime, fear of crime and drug misuse are amongst their greatest concerns. Many people still find their lives blighted by these issues and like many large cities, Bristol has higher than average levels of crime and disorder.

Reflecting this key concern with our partners, a key priority is making our city safer. We are committed to speeding up progress and enhancing the safety of all our neighbourhoods.

In the next 3 years we will deliver this priority by:

- **Reducing crime overall by at least 20%** so that people see a difference where they live, work and play

To achieve this, we will work with our partners to take the following actions

- **Tackling the most serious violent crime.** We will continue to provide effective CCTV systems, our trailblazing Taxi Marshalls and an appropriate policing and health service presence to help manage the city centre, particularly at weekends.
- **Increasing the uniformed presence on the street.** We will fund an extra 42 Police Community Support Officers.
- **Supporting victims of rape and sexual assault.** We will develop new services to improve support to victims of these crimes.
- **Reducing burglary.** By improving home security we will reduce burglary and the likelihood of people becoming repeat victims.

- **Tackling anti-social behaviour.** We will continue to develop the targeted use of Anti-Social Behaviour Orders and Dispersal Orders alongside preventative work with individuals and families through our innovative Family Support Service.
- **Tackling domestic abuse/violence.** We will work with partners on the cause and effects of this crime, which accounts for 25% of all violent crime. We will also reduce the number of people who become repeat victims through a continuation of our referral scheme for those affected by domestic violence.
- **Reducing the harm caused by alcohol and drugs misuse.** This is a growing concern because of its impact on the health of individuals and communities, particularly young people, and its cost to society through crime and anti-social behaviour. We will work to ensure those in need can access drugs treatment and stay in treatment and will tackle alcohol related anti social behaviour through an extended conditional cautioning scheme linked to a new Alcohol Referral Programme.
- **Reducing the rate of re-offending in the city.** We will work with partners to develop a Reducing Re-offending Programme to deliver, surveillance, supervision and support targeted at 1,000 offenders in Bristol who cause the most harm to our communities.

4.2 Healthy Lifestyles: Healthy Communities

Improving the health and wellbeing of all the city's population is a priority for us all. The way we plan our environment, the transport we use and the houses we live in, all contribute to the health of our communities, as well as the lifestyle choices that each of us make.

Improving the health of those whose quality of life and health outcomes are the worst is particularly important. There is a 10 year life expectancy gap between the most advantaged and the most disadvantaged in this city which needs to be addressed. Key issues for the city include: smoking levels and the ill-health

associated with smoking, the sexual health of young people and particularly teenage pregnancy, the mental health and quality of life of all our residents and the rise in obesity.

To make this happen we need a twin approach: to encourage people to improve their lifestyles but also to provide an environment and services which make healthy choices possible.

No one agency can achieve this alone. These are priorities the council shares with its partners. Our key priorities for the next three years are the issues on which we can have the greatest impact – the council's primary influence is in preventing ill-health.

Over the next 3 years we will deliver this priority by:

- **Increasing the physical activity level of all Bristol's residents.** We will deliver Active Bristol, an ambitious programme to bring about a significant and sustained increase in the number of people who are physically active. There will be a particular focus on older people and children. In South Bristol we will open the Hengrove Healthplex – serving some of the city's most deprived communities and offering specific programmes to deliver health improvements.
- **Increasing opportunities for active travel.** We will work to deliver a year on year increase in the percentage of people walking, cycling and using public transport. We will increase the miles of off-road cycle paths and routes dedicated to pedestrians in Bristol. Future urban design and transport infrastructure will reflect this priority.
- **Promoting healthy eating and reducing obesity.** We will work with schools, partners and businesses to tackle the rise in obesity, particularly childhood obesity and to develop and promote healthy and sustainable food sources across the city.
- **Reducing smoking and exposure to second hand smoke.** We will work with our partners to encourage smoke-free homes, particularly amongst disadvantaged communities where smoking levels are particularly high. We will also enforce smoke-free premises, prevent under-age sales and support promotional and educational campaigns to discourage smoking.
- **Promoting positive mental health and wellbeing.** We will develop cultural and leisure services that offer new opportunities and build the confidence of members of all Bristol's communities.



We want everyone in Bristol to be proud of their neighbourhood. The quality of where we live is important. The area outside our front door, the walk to the shops, bus stop or local school - our daily experience - has a big impact on the quality of our lives.

We know that overall the cities streets are becoming cleaner, but this improvement is not experienced in all neighbourhoods, by all residents. There are big differences in the quality of the environment across the city. We will re-focus our activity so that all neighbourhoods are high quality environments with easy access to good facilities and that residents feel that they can influence the area in which they live.

Over the next 3 years we will deliver this priority by:

- **Establishing Neighbourhood Partnerships.** We will listen and respond to residents through a new city-wide network, giving residents an unprecedented opportunity to have a greater say in the way services are delivered and the quality of life in their area. We aim to increase satisfaction with local services, improve residents' perception of their neighbourhoods and give residents the ability to shape change in their area.
- **Improving the quality of maintenance, cleaning and repairs.** We will respond to local concerns and increase targeted community clean-ups, through identifying hot-spots and supporting communities to improve their local area. We will strengthen the pest control service, put resource into improving pavements and introduce better bus stop information, helping reduce traffic congestion.
- **Tackling fear of crime in neighbourhoods.** Through targeted activity, with schools and youth groups, we will work to reduce incidents of graffiti. We will also improve response and removal times, reducing unacceptable levels of graffiti by 25%. We will improve street lighting, make it easier for residents to report fly tipping to us and we will also support families to be more responsible for the local environment. We will do this by working with partners, including the police, to take enforcement action on issues such as

fly-tipping and littering and provide residents with help, advice and support.

- **Improving parks and open spaces.** We will improve the quality of open space accessible to all Bristol residents. As a first phase, we will deliver a £1.5 million Parks Improvement Programme to 20 parks and open spaces in Bristol. We will also improve grounds maintenance, including an increased frequency and quality of grass cutting across the city and start the £12 million renewal of the city docks infrastructure, vital to maintaining the floating harbour.
- **Improving local services and facilities.** We will complete a major refurbishment programme at six Bristol libraries and deliver new libraries in Whitchurch, Bishopston and Lawrence Hill. Play facilities at 32 locations across the city will be enhanced through a £2 million investment.

We will make it easier to recycle, by expanding the network of plastic bottle recycling banks to 50 across the city so that most homes are within just one mile of a bank.

For further information about this plan, or a copy in a different format, please contact 922 2742 or email terry.bruty@bristol.gov.uk

We will regularly review and report on our progress against these priority actions. If you would like to know about our performance on delivering these priorities visit our web pages at www.bristol.gov.uk/performance

Links to other strategies and plans

Further details of the strategies and plans that support the delivery of our commitments are available on the Councils websites. The main strategies and plans are:

Medium Term Financial Plan 2008 – 2011
Local Area Agreement
West of England Vision
Children and Young Peoples Plan
Local Development Framework
Performance Plan
Older Peoples Quality of Life Strategy