



A Prosperous Wales Journey Checker

Each journey checker includes steps at three stages:

What is a Journey Checker?

Journey checkers explain what is possible for organisations to achieve on their 'journey' of contributing to the well-being goals set out in the Well-being of Future Generations Act. They set out the steps that public bodies should take at different stages on their journey, from making simple changes to leading the way.

It is important that the journey checkers are viewed as a set, as many steps have impacts and benefits across goals and topics. The set of journey checkers will evolve over time and the Office of the Future Generations Commissioner will use them to check the progress of public bodies in meeting the duties set out in the Act.

Journey checkers do not have to be linear: in some circumstances a 'simple change' or 'being more adventurous' action may be more appropriate than leading the way; whereas sometimes progression from a simple change through to leading the way can be seen as a cumulative process.

Making Simple Changes	Being More Adventurous	Leading the Way
<ul style="list-style-type: none"> - These steps should be quick and easy to implement, low cost and low risk; - They are 'low hanging fruit', steps that have been taken and tested by others and have a low risk of failure; - They mobilise and involve people, aligning the agendas of different departments; - They are steps that can take place within your own organisation as a good place to start. 	<ul style="list-style-type: none"> - These steps involve stepping out of a 'business as usual' mindset and acting to change how things are currently done; - They will signal early progress to wider change; - They will involve taking well-managed risks and creating a culture of ambition; - As well as the steps your organisation can take, these steps will also be about how you can enable other organisations to change. 	<ul style="list-style-type: none"> - These steps are part of systemic, transformational change to how things have always been done; - They will require reallocating and pooling resources, and time to put changes in place. - Above all they will require collaboration with other organisations and sectors. - These steps are innovative, inspirational and collaborative, putting the Act into practice across larger portfolios to achieve the Wales we want for future generations.



A Prosperous Wales Journey Checker

In the Well-being of Future Generations Act, this goal is defined as “An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.”

Creating a prosperous Wales is about more than focusing on economic growth and GDP (Gross Domestic Product): it's about a different approach to economic growth, focused on innovative approaches for the economy to have positive social, environmental and cultural impacts. This creates opportunities for people to develop skills and find decent work, in ways that benefit all aspects of well-being

ENABLERS

Achieving this goal is more likely to happen when:

- There is monitoring of social and environmental clauses in contracts – for example community benefits;
- Businesses are asked to report on wider impacts, rather than just outputs and numerical outcomes.
- There is meaningful engagement with local businesses in the development of local economic plans;
- There is a supportive policy environment for foundational economy and low carbon approaches to become mainstreamed;
- The development of skilled, multi-disciplinary workforces is a priority across organisations.

DISABLERS

Achieving this goal is less likely to happen when:

- There is the perception that economic growth is solely about GDP (Gross Domestic Product) or GVA (Gross Value Added);
- Organisations work in siloes, reducing opportunities for joined up approaches and innovative thinking;
- Natural resources are commercialised and sold off, regardless of the social, environmental and cultural impacts;
- Low carbon technology is seen as being expensive and high risk;
- Organisations do not encourage a culture of decent work, for example through addressing gender pay gaps or zero hours contracts.

PROCUREMENT – PAGE 1 of 3
Fair, ethical and sustainable

Defining the issues	Simple Changes	Being Adventurous	Leading the Way
<p>It is estimated that over the next decade, Welsh public services will spend over £60bn in procuring a range of goods, services and works. If this money was being spent to buy things and improve the economic, social, environmental and cultural well-being of people and communities in Wales – imagine what would that mean?</p> <p>What is the current picture?</p> <p>The Wales Audit Office’s Public Procurement report found ongoing tension between lowest cost and achieving wider outcomes with value for money (lowest price) still seen as the key driver. There is also no clear picture of spend across public bodies and how this data is being used to inform procurement decisions.</p> <p>Research from the FSB in 2017 indicated that 23% of SMEs had worked for the public sector over the previous year, with those who expressed an interest in working with the public sector falling by 10%. Recent analysis also showed that public sector contracts awarded to social businesses had fallen to its lowest level for two years.</p>	<ul style="list-style-type: none"> • Work through the five ways of working and map procurement outcomes against seven well-being goals – start with one contract and scale up • Use existing advice and toolkits such as the Joint Bidding Guide and Can Do Toolkits • Identify local businesses networks for SMEs and social businesses • Publish tenders bilingually • Analyse and publish procurement spend: Where does it go geographically, sectorally and in terms of business type? • Pay suppliers promptly • Appoint social value champions • Support the formation of local consortia 	<ul style="list-style-type: none"> • Commit to using local SMEs and social businesses where appropriate • Increase capacity for local businesses and social businesses to bid for contracts: <ul style="list-style-type: none"> ○ Supplier surgeries ○ Training, advice and feedback ○ Break contracts into small lots to make it easier for SMEs to bid for them and build capacity • Support local finance accessible to SMEs and social businesses • Publish tenders in good time • Use existing Public Contracts regulations, such as: <ul style="list-style-type: none"> ○ Light Touch Regime (regulations 74 to 77): offers commissioners who want to maximise the local benefit of procurement spend the scope to tailor how they implement the procurement process for certain services, in order to accommodate the needs of local providers ○ Reserved contracts (Regulation 77): designed to help ‘third sector’ organisations to establish themselves and compete to deliver services that have a health, social, educational or cultural dimension. ○ Regulation 40 (1): Before commencing a procurement procedure, contracting authorities may conduct market consultations with a view to preparing the procurement and informing economic operators of their procurement plans and requirements 	<ul style="list-style-type: none"> • Local by default - Full community wealth building policy implemented: <ul style="list-style-type: none"> ○ Supporting local SMEs and social businesses become the norm. ○ Anchor institutions buy locally, with strong relationships and co-operation between anchor institutions ○ Procurement linked to local priorities • Support behavioural change: Establish a legal challenge fund to enable public bodies to defend possible action from outsourcing companies

PROCUREMENT – PAGE 2 of 3 Fair, ethical and sustainable			
Defining the issues	Simple Changes	Being Adventurous	Leading the Way
<p>Social businesses, such as social enterprises and co-operatives, are ways of doing business that deliver sustainable economic growth while fostering positive social change and innovation. Social businesses are anchored in their communities; investment in them stays in the community and is recycled for wider economic and social benefits.</p> <p>What is the potential?</p> <p>Procurement can be used to address local economic, social and environmental challenges through promoting inclusive growth. This can include:</p> <ul style="list-style-type: none"> Increasing spend with local SMEs and social businesses would prevent money leaking out of a local area. FSB research found that when local authorities spend money with small firms, the local economy benefits by an average of fifty-eight per cent. Community wealth building focuses on building collaborative, inclusive and locally controlled economies. In Preston, public bodies have increased their spend with local organisations by 13.2% or £74.8 million (between 2012/13 and 2016/17) <p><u>Also see Globally Responsible Wales – Sustainable Consumption</u></p>		<ul style="list-style-type: none"> Regulation 40 (3): 'Such advice may be used in the planning and conduct of the procurement procedure...' Involving service users: Regulation 76 (8): '...contracting authorities may take into account any relevant considerations, including... the specific needs of different categories of users; [and] the involvement and empowerment of users.' <ul style="list-style-type: none"> Integrate and pool budgets to ensure joined up services and prevention Evaluate tender responses on not only cost and quality, but also response to social and environmental questions; and weight decisions accordingly. Ensure social and environmental commitments are detailed as conditions in contracts Monitor the delivery of social and environmental outcomes and the change the above activities have through both contract monitoring and further spend analysis. Explore opportunities for improvement agencies (such as Academi Wales) to develop bespoke procurement workshops, learning events and mentor/coaching opportunities for practitioners 	

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Fair, ethical and sustainable

	Simple Changes	Being Adventurous	Leading the Way
	<p>Examples</p> <p>Paying suppliers promptly: A case study of Pinkspiration, an SME business, talking about the importance of prompt payments. A third of payments to small businesses are late. The FSB predicts that 50,000 UK businesses cease trading every year because of these late payments from those commissioning their services, with up to 30% being forced to use an overdraft. Each late payment can cost a small business up to £6,142, with up to 79% of small businesses not charging interest for overdue invoice.</p> <p>Analyse procurement spend: Four housing organisations in Blaenau Gwent (Linc Cymru, Melin Homes, Tai Calon and United Welsh), along with Blaenau Gwent Council Economic Development Unit, Wales Coop Centre and Coalfields Regeneration Trust have joined up to look at opportunities to work together to support SMEs. Almost 90% of businesses based in Blaenau Gwent are very small firms with a workforce of under nine people. They are aiming to understand the assets housing associations bring to the foundational economy of Blaenau Gwent and identify projects where greater collaboration between housing associations and other partners could build foundational economy opportunities. http://www.bct.wales/uploads/resources/2018-07-11-01-1-our-local-economies-manifesto.pdf</p> <p>Resources:</p> <p>https://gov.wales/topics/improvingservices/bettervfm/publications/jointbidding/?lang=en</p> <p>http://www.cih.org/i2i/publications</p>	<p>Examples</p> <p>Commit to using local SME suppliers: In delivering Arbed 2, Melin Homes engaged SME suppliers. The Arbed 2 ERDF tender focussed heavily on community benefits which would be measured by the Welsh Government’s Community Benefits Measurement Tool. Melin Homes wanted to see local Welsh SMEs creating genuine, local, sustainable employment and training opportunities.</p> <p>Pushing social value within supply chains: Transport for Wales Cardiff’s Socially Responsible procurement strategy https://cardiff.moderngov.co.uk/documents/s17481/Item%20%20App%201%20Socially%20Responsible%20Procurement%20Policy.pdf</p> <p>Accessible local finance: Collaboration between Purple Shoots and Barry Town Council. The town council invested in Purple Shoots so that they could support small business loans http://www.purpleshoots.org/</p> <p>Ensure social and environmental commitments are detailed as conditions in contracts:</p> <ul style="list-style-type: none"> • Swansea Community Energy Scheme <p>increased employment of local people by developing a new model for procuring community benefits through renewable energy for council buildings Caerphilly County Borough Council have trained their tenants as part of the process of learning about what makes a good quality home through their Quality Homes Standard showing that involving suppliers and end-users in the procurement process can be done.</p> <p>Resources</p> <p>The Art of the Possible in public procurement: https://www.bwbllp.com/file/the-art-of-the-possible-in-public-procurement-pdf</p> <p>Locality, Powerful Communities, Strong Economies https://locality.org.uk/about/key-publications/powerful-communities-strong-economies-report/</p>	<p>Examples and resources</p> <p>Local wealth building:</p> <p>Preston http://urbact.eu/preston https://cles.org.uk/tag/preston/ https://www.preston.gov.uk/thecouncil/the-preston-model/preston-model/</p> <p>Manchester http://urbact.eu/preston https://cles.org.uk/tag/preston/ https://www.preston.gov.uk/thecouncil/the-preston-model/preston-model/</p> <p>Cleveland Ohio http://urbact.eu/preston https://cles.org.uk/tag/preston/ https://www.preston.gov.uk/thecouncil/the-preston-model/preston-model/</p>

FAIR WORK - PAGE 1 of 2

Practices which help to ensure an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work

	Defining the issues	Simple Changes	Being Adventurous	Leading the Way
	<p>A recent report from Co-operatives UK found that zero hour contract work over the past decade has increased ten-fold to over 800,000 in the UK. Self-employed forms of work have increased by 1 million to over 4.8 million and at 15% of the workforce is at the highest level in forty years. They earn £3.80 less than the average employee with the gap widening by 34 per cent. What tends to be characteristic of newer self-employed workers and those on zero hour contracts is low pay, limited legal protection, high insecurity, limited social security access, limited pension entitlement and limited collective representation.</p> <p>The UK Living Wage rate is currently £9 per hour. New research finds that £809,000,000 in extra wages has gone to low-paid workers because of the Living Wage movement. Recent research by the Smith Institute found that when employers commit to pay their staff a real Living Wage, it not only benefits low paid workers, but can also help increase local productivity and drive inclusive growth. Low wages also have an impact on well-being. Polling for the Living Wage Foundation found that over a third of people paid below the Living Wage said they had skipped meals regularly for financial reasons, over four in ten stated that they had fallen behind household bills and a third said their pay negatively effects their relationship with their partners.</p>	<p>Public bodies can ensure that they 'walk the talk' by:</p> <ul style="list-style-type: none"> • Pay the Living Wage • Support membership of trade unions and involve unions in your consultative structures • Clear communication with staff • Offer fair contracts and stable employment • Fair opportunity – work place policies for progression, training etc • Employment standards are monitored • Adhere to WG's code of practice on ethical employment in the supply chain 	<ul style="list-style-type: none"> • Embed the Living Wage: Become an accredited Living Wage employer • Encourage good practice in supply chains: Public bodies can promote good practice and encourage others within their supply chains to adhere to good practice, including those outlined in the simple changes • Think about the gig economy: Public bodies can consider their use of workers in the gig economy in their supply chains and day to day practices particularly where there is no specific justification for the use of zero-hour contracts or where they are used to avoid protections afforded by employment law • Supporting freelancers: Consider how you can support freelancers and those in the gig economy to come together and form co-operatives that help to address the challenges and insecurities that these workers face 	<ul style="list-style-type: none"> • Think strategically about low pay: Include paying the Living Wage and addressing low wages in corporate documents and strategies • Embed the Living Wage: Become a Living Wage place • Social responsibility charters: setting out guiding principles including fair work which public bodies expect contractors to sign up to • WG's code of practice on ethical employment in the supply chain is backed by legislation and mandatory

FAIR WORK - PAGE 2 of 2

Practices which help to ensure an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work

Defining the issues

Simple Changes

Being Adventurous

Leading the Way

Examples:

Living Wage:
 RCT worked with trade unions to gradually introduce the living wage for their employees. They are now considering how they can build upon this to become Living Wage accredited.

Examples:

Co-ops for freelancers:

- Denbighshire Music Co-operative formed when the local authority was considering cutting music tuition in schools.
- IndyCube are also working with Community Union to provide support for freelancers

https://www.indycube.community/?option=com_content&view=article&id=28&Itemid=248

Resources:

Living Wage:
<https://www.livingwage.org.uk/become-a-living-wage-employer>

Co-ops for freelancers:
<https://www.uk.coop/resources/working-together-trade-union-and-co-operative-innovations-precarious-work>

Examples:

Living Wage: Cardiff are currently exploring become a Living Wage City, learning from other areas of the UK such as Glasgow.

Resources:

<https://cles.org.uk/wp-content/uploads/2016/11/Living-wage-and-the-role-of-local-government.pdf>

Local economies – PAGE 1 of 2
Supporting inclusive local economies and the foundational economy

Defining the issues	Simple Changes	Being Adventurous	Leading the Way
<p>Economic growth has become unbalanced and many communities across Wales are being left behind. Pursuing prosperity in terms of GVA alone does not result in inclusive growth – certain sections of the public or certain geographical areas could benefit but there could be little change for those in greatest need.</p> <p>An approach focused on building inclusive local economies can help to address this while delivering well-being in its widest sense. This includes addressing long-term challenges such as persistent poverty, poor health and improving the life chances for everyone, particularly the most disadvantaged.</p> <p>The importance of the foundational economy to inclusion is that businesses, both large and small, are typically embedded or ‘grounded’ in the local economy. Foundational businesses usually have ties which include local ownership and / or management, a regional supply chain and support services, local labour, and a local customer base. They help to retain and recirculate wealth in an area, reducing leakage of surpluses and profits out of the area.</p> <p>Procurement will play a key role in supporting local economies. This journey checker should be read alongside the procurement themed journey checker above.</p>	<ul style="list-style-type: none"> • Build local supply chains: Consider how you can increase the number of goods and services procured locally (see procurement journey checker) • Support building community capacity: work with your local County Voluntary Council to understand your local community organisations and how you can support them • Support alternative forms of finance for SMEs • Encourage staff to hold meetings in local coffee shops and cafes • Consider using local venues for staff away days and meetings • Promote membership of local organisations to staff • Allow micro enterprises and community businesses to use public bodies’ meeting facilities • Support and signpost financial inclusion services to help ensure local people have access to financial information and affordable credit allowing them to participate in the economy and build wealth locally • Enable staff to work remotely, including in co-working hubs. This helps to retain spending and wealth in communities. 	<ul style="list-style-type: none"> • Take a place based approach: allows for collaborations using a range of local assets and allows budgets to be pooled • Commit to using local SMEs and social businesses (such as co-operatives and social enterprises) where appropriate • Public bodies share their policies, such as environmental policies, safe working practices, as templates or examples of best practice • Dedicate officer time to develop co-operative activity between organisations • Local mentoring: Fostering local mentoring to deliver person-centred community and economic development • Community Shares: Support communities to develop community share offers to develop assets and services • Training for public body staff: Provide education and training to officers, especially those in economic development, housing and regeneration, covering asset based approaches, foundational economy analysis and social innovation 	<ul style="list-style-type: none"> • Reconsider pension investments: release portion of pension funds to invest locally for example in community energy schemes • Collaborative teams for experimental policy development: Set up a support function that enables project teams that combine civil servants, public body staff and outside experts/citizens on experimental policy development and delivery • Enabling sustainable growth – business support should be configured to provide holistic support across the lifecycle of small and medium sized firms. to create a sustainable, long lasting firm – grounded in the locality. • Access to finance: Access to low/interest-free loans of all sizes and specialist business support for third sector organisations and social businesses. • Supports small co-operatives to develop by providing back office services such as payroll, accounting and bulk buying of materials. • Provides funding and investment to help the development of local small scale co-operatives

Local economies – PAGE 2 of 2
Supporting inclusive local economies and the foundational economy

	Simple Changes	Being Adventurous	Leading the Way
		<ul style="list-style-type: none"> • Support sustainable transition of ownership: where businesses owners sell, recognising the potential in employee-owned businesses which often outperform firms with more restricted ownership structures. Ensure the officers are aware of this business model too. • Critical friends for policymaking: Give external organisations and internal teams a formal 'critical friend' role in the policymaking process from signing off initiatives to evaluating outcomes • Public land for communities: Bring forward sites and buildings that can be used to enable start-ups/work space/green space improvement/community hubs. • Mentoring: Deploy skills to mentor/support community groups/partners/small businesses 	
	<p>Examples</p> <p>Building local supply chains: foundational economy pilot in Blaenau Gwent with housing associations</p> <p>Alternative forms of finance: Purple Shoots</p> <p>Holding meetings in independent cafes: Big Moose coffee co</p> <p>Financial inclusion services: Money Advice Service</p> <p>Remote co-working: IndyCube co-operative</p>	<p>Examples</p> <p>Blaenau Gwent effect: https://www.bgeffect.com/home/english</p> <p>Examples of ownership transition: https://businesswales.gov.wales/socialbusinesswales/tregroes-waffles</p> <p>Resources:</p> <p>Foundational Economy network https://foundationaleconomy.com/introduction/</p> <p>What Wales can do: https://foundationaleconomycom.files.wordpress.com/2017/02/what-wales-can-do-22-june-2017-final-v2.pdf</p> <p>What Wales could be: https://foundationaleconomycom.files.wordpress.com/2017/01/what-wales-could-be.pdf</p>	<p>Examples</p> <p>Pensions: This is an idea currently being explored in Enfield https://charteredabs.org/publications/new-directions-local-economic-renewal/</p> <p>Resources</p> <p>https://goodlocaleconomies.cles.org.uk/governent/a-thriving-local-economy/build-a-foundational-economy/</p>

Local and community energy initiatives (PAGE 1 of 2)

Defining the issues	Simple Changes	Being Adventurous	Leading the Way
<p>Community and local energy initiatives have environmental, social and economic benefits. The National Trust’s report on the social and economic benefits highlighted increased autonomy, empowerment and resilience by providing a long term income and local control over finances, often in areas where there are few options for generating wealth. Profits generated are kept within the community and are often invested into further renewable energy initiatives, fuel efficiency and tackling fuel poverty.</p> <p>Increasing spend with local SMEs working in the energy generation and retrofitting field would also prevent money leaking out of a local area.</p> <p>Fuel poverty has adverse impacts on well-being. For example, there are poor health outcomes associated with fuel poverty. For example, the Marmot Review Team’s report in 2011 found that children living in cold homes are far more likely to suffer from respiratory and mental health problems than those living in warm homes. Fuel efficiency and energy generation can help tackle fuel poverty while reducing emissions. The “Fuel poverty from the bottom up” study also found that fuel efficiency improvements lead to greater comfort at home and an increase in disposable income.</p> <p><u>Also see Globally Responsible Wales and Resilient Wales – Natural Resources</u></p>	<ul style="list-style-type: none"> Public bodies should calculate, understand and publish their carbon footprint Exploring funding options, or supporting community groups to develop renewable energy project on public land Ensure that new developments and retrofitting of existing facilities consider renewable energy sources, and recycled materials. Where possible, these should be sourced from local SME, social and community businesses to maximise impact. Enable staff to work remotely – use technology to enable staff to work remotely and consider using co-working hubs. This helps to retain spending and wealth in communities. 	<ul style="list-style-type: none"> Support rates relief for community energy schemes Set up a community energy company and use the profits to fund local enterprise development Allow community groups to use public body roof space for renewable energy projects Provide support to enable the use of assets such as through developing lease templates for use by community organisations Source energy from low carbon sources Promote active/public travel options to employees Public bodies should consider low carbon energy generation on their buildings and facilities (retrofitting and new build) Provide EV charging points at council facilities and car parks Work with community climate change champions 	<ul style="list-style-type: none"> Public bodies support local energy generation, e.g.: asset transfer of land to community energy groups, reduced business rates, business support Public bodies who construct social housing should consider including energy saving measures and energy generation, helping to tackle fuel poverty. Consider municipal involvement in energy supply, including ownership of wind turbines and solar farms. This will help to create jobs, help us tackle fuel poverty and inequality, and encourage a switch to low-carbon

Local and community energy initiatives (PAGE 2 of 2)

Simple Changes

Being Adventurous

Leading the Way

Examples

Remote co-working hubs: IndyCube co-operative

New developments and retrofitting: In delivering Arbed 2, Melin Homes engaged SME suppliers. The Arbed 2 ERDF tender focussed heavily on community benefits which would be measured by the Welsh Government's Community Benefits Measurement Tool. Melin Homes wanted to see local Welsh SMEs creating genuine, local, sustainable employment and training opportunities.

Examples

Rates relief: NPT Council provided 100% rates relief to Awel Aman Tawe

Set up a community energy company and use the profits to fund local enterprise development: Swansea Community Energy and Enterprise Scheme

Swansea Council Initiated the project and led its development, supported the establishment of SCEES as an independent social enterprise to develop the scheme and provided officer support throughout the project development. Whilst the needs of the community are likely to change over the time, these funds are likely to be spent on new renewable projects, energy efficiency, low carbon transport, tariff switching, energy awareness, community spaces, enterprise development, business start-up costs, skills development, trianing and tutoring.

<http://localenergy.gov.wales/workspace/uploads/files/scees-case-study-english-58515573867ab.pdf>

Allow community groups to use public body roof space for renewable energy projects:

SCEES (above)
Plymouth Community Energy scheme

Work with community climate change champions: e.g. Monmouth: community is better able to work constructively together with the Council and vice versa. Community Climate Champions forms a valuable and unique network for sharing information on projects, grants, opportunities, etc

Examples

Public bodies support local energy generations:

- Bristol City Council both leased their land and invested in Bristol Energy Coop's 4.2MW ground mounted solar photovoltaic site at Lawrence Weston, which was completed in 2016. Profits are used to fund social projects across the City.
- Skyline project is a feasibility study that is looking at the possibility of communities managing the landscape that surrounds their town or village over the long term. It is working with three communities in the Valleys - Treherbert, Ynysowen, and Caerau - as well as all key stakeholders such as NRW, and the Local Authority, to understand whether and how land that is currently publicly managed could be managed by a local community.

Social Housing: Homes as Power Stations.

Pobl Group are working with NPT Council and Swansea University to integrate innovative technology developed by the University into the homes, building beyond the concept of carbon neutral homes towards overproduction of energy

<https://www.poblgroup.co.uk/news/pobl-story-july-2017/affordable-housing-concept-will-actively-generate-store-release-energy/>

Municipal energy: Bristol Energy,

Bristol Council launched it's own energy company, Bristol Energy. It supplies gas and electricity while reinvesting profit back into the community. For example, profits have been invested into the Feel Good Fund to help households in fuel poverty.

<https://newstartmag.co.uk/good-city-economies/bristol-council-launches-energy-company-a-triple-bottom-line-for-the-city/>

<https://www.bristol-energy.co.uk/green/our-green-energy-plan>