About the Metro Mayor 2
About Dan 3
Foreword 4

Leading with a clear vision 6
- Supporting our community to recover from the pandemic 6
- Putting quality of life at the heart of our vision 6
- Delivering a green recovery 6
- Strengthening devolution 6
- Being a visible and accountable Metro-Mayor 7

1. Securing good jobs and training 8
   - A jobs first approach 8
   - Skills for the future 9

2. Rebuilding our economy to work for everyone 10
   - A prosperous and inclusive region 10
   - Promoting our culture, arts, and tourism economy 11
   - Boosting our high streets 12

3. Protecting our environment 13
   - Harnessing the green economy 13
   - Preserving our natural environment 13
   - Leading the way in local food production 14

4. Improving our public services and infrastructure 15
   - Public transport for the 21st century 15
   - Boosting digital connectivity 16

5. Providing homes for all 17
   - Addressing our housing crisis 17
   - Eliminating homelessness and isolation 18

Afterword 19
Contact 20
About the Metro Mayor

In the May elections, local people will choose our next Metro Mayor for the West of England.
The Metro Mayor represents nearly one million people across three council areas:
- Bath and North East Somerset
- Bristol
- South Gloucestershire
These local authorities agreed to work together, establishing the West of England Combined Authority, to pool resources and power on issues like jobs, housing, and transport.

The current Conservative Metro Mayor has been invisible.
But the role offers huge scope for improving the lives of all those living in the West of England.

The Metro Mayor’s power really matters.
They have control over:
- A £900m 30-year investment fund
- Education and skills, including apprenticeships, adult skills, and post-16 education
- Transport powers for bus franchising, trains, local roads, and an £80m Transforming Cities Fund
- The Local Industrial Strategy
- Housing and planning
- Creating new ideas to promote the West of England

High profile Labour Metro Mayors elsewhere have shown why the role is so important.
From Andy Burnham in Greater Manchester to Sadiq Khan in London, Labour Metro Mayors across the country have transformed and championed their regions, ensuring local people get a fair deal from Westminster.

It is time the West of England had the same power, and the same strength of leadership.
This manifesto sets out a roadmap for achieving just that.
About Dan

Dan Norris grew up here and has worked locally all his life. He is ambitious for our region.

From a coal-mining family, Dan received free school meals, and had an emotionally rich upbringing, attending state schools across South Gloucestershire and Bristol.

Dan has been a scaffolder’s assistant, factory worker, and teacher. He trained with the NSPCC to become a child protection officer right across our West of England region. He says this was the toughest job he has ever had!

Dan’s home is in Pensford. He has lived in St Paul’s, Hartcliffe, Knowle, Whitchurch, Winterbourne, Coalpit Heath, and Bath.

Dan supports Bristol City whose ups and downs have been the perfect training for politics! His deep local roots mean he knows the West of England is a unique and wholly special place. Dan is very proud and hugely ambitious for our area.

Just as he did as a Bristol councillor, as a Somerset and Gloucestershire MP, and as an Environment and Rural Affairs Minister, Dan will bring new ideas to create good jobs and an inclusive economy, boost our towns and cities, build affordable homes, tackle social exclusion and isolation, protect our natural environment, and address the climate crisis.

He will bring new and strong leadership to the West of England, with a clear vision for our future.
Foreword

The West of England is unique: from our remote rural hamlets to great cities, our vibrant market towns and everything in between, we are made richer through our multiple and varied communities, underpinned by shared values and compassion. I am proud to be from this special part of the country and to have lived and worked across Bristol, Bath and North East Somerset, and South Gloucestershire. Yet, a decade of austerity and underinvestment, the challenges of Brexit, and the devastating impacts of the pandemic have drastically changed life for us all.

In order to address these challenges, the West of England needs strong new leadership, with a visible Metro Mayor who will shape a future for our region that works for everyone. We must not return to business as usual, but be ambitious about what we can achieve. I know our region, and I want it to recover and thrive. I have the experience, ideas, and local understanding to make this happen.

To put quality of life at the heart of what we do, we need new measures of success that emphasise the wider factors that make for a happy and healthy life. We must focus on the creation of meaningful and well paid jobs, rather than zero-hours contracts and the scandal of in-work poverty. We have to grow our economy while tackling rising inequality, rather than applauding economic growth that benefits a select few. We must boost our towns and cities with access to public transport, green space, and genuinely affordable homes, rather than letting our housing crisis continue. And we must do all this while investing in the green economy, ensuring we protect our natural environment and combat climate change.

But I cannot do this alone. I want to include everyone in our region, listening to what you have to say and ensuring you play a part in the decisions that matter to you. I will demystify the work of the West of England Combined Authority, removing jargon and overly technical language, so that everyone understands what the Metro Mayor does and so that everyone can access support. I will navigate difficult decisions, considering the views of every group and area, finding common ground to reach agreements.

The Metro Mayor must not shy away from the big issues of our day. We have to combine ideas with action, delivering on commitments made, rather than missing targets and settling
My Plan for the West of England

1. **Be a jobs first Metro Mayor**, boosting our economy by holding a Jobs & Skills Summit in my first 100 days in office, creating 23,000 new green jobs, and promoting West of England enterprise nationally and internationally.

2. **Tackle the climate emergency and protect nature** by creating a £20 million Green Recovery Fund, backing local producers while cutting food miles with an Eat Local campaign, and making the West of England the UK’s Bee Capital.

3. **Boost our villages, towns, and cities**, doubling investment in house building, prioritising affordable housing, supporting local businesses, and investing in our high streets.

4. **Create a transport system for the 21st century**, to include green and reliable buses, trains, and walking and cycling options to connect our region.

5. **Strong, visible, and active leadership**, holding regular Town Hall meetings to be held to account, winning more funding, and pushing for more powers to be taken out of Westminster and into our region.
Leading with a clear vision

Under the Conservative Metro Mayor, the Combined Authority still lacks a clear vision for the future and the decisive leadership needed to deliver on promises. For the Metro Mayor to achieve transformative change, we must move beyond invisible bureaucracy and absent leadership. I will bring drive and determination, and instill all of our work with a commitment to these central themes:

Supporting our community and economy to recover from the COVID-19 pandemic

- The COVID-19 pandemic has affected us all, through loss of loved ones, loss of livelihoods, and loss of normal life. I will work to address these impacts immediately, whether you are a young person struggling with school closures or finding a job, a parent juggling work with childcare, a frontline worker concerned about workplace safety, or a shielding resident suffering with the social isolation of lockdown.

- I will work with the Local Enterprise Partnership, businesses, universities, local authorities, voluntary organisations, and trade unions to focus on all aspects of our recovery, both economic and social, and address the inequalities the pandemic has exacerbated, including the disproportionate impacts on those in low paid and insecure jobs, women, and people from ethnic minority backgrounds.

Putting quality of life at the heart of our vision

- While the pandemic has devastated our economy and society, it has reminded us of the importance of human interaction, mental health, and access to nature to our quality of life, all of which should be at the forefront of defining a new approach to our public services.

- I will create a ‘Quality of Life Score-card’, evaluating projects and policies not just with value for money assessments but also considering their wider social and environmental value and potential to boost quality of living.

- I will strengthen and support our communities in responding to life challenges, from our growing older population to the childcare crisis faced by parents, the burden of both falling all too often on women.

Delivering a green recovery

- I will aim to ensure our region grows in a way that strengthens our natural environment and addresses climate change, by making environmental evaluations central to all our policies.

- This will be backed up by a Green Recovery Fund, to create much needed local jobs, support local supply chains, restore our natural environment, combat climate change, and improve the health and wellbeing of our residents.

Strengthening devolution

- Decisions for the West of England must be made by the people of the West of England, yet our Devolution Deal does not give us the powers afforded to other regions of the
country. I will be calling for greater powers over:

- **Health and social care**, to give greater scope for investment in physical and mental health services, child-care, and adult social care.
- **National work programmes**, to respond to the post-pandemic jobs crisis.
- **Our local environment**, to protect biodiversity and outdoor space.

- The Combined Authority needs to be ambitious and active in implementing projects that help our region. There are too many pots of money, like the High Street Fund, not being used, and too many big decisions, like the West of England Spatial Plan, being delayed. I will drive delivery and ensure promises are kept.

**Being a visible, accountable, and inclusive Metro Mayor**

- For decisions to be made by the community as a whole, the Metro Mayor needs to listen, engage, and be visible, so I pledge to host Town Hall Meetings - online Q&A sessions where everyone is invited to join, ask me questions, and hold me accountable for the promises I have made.

- Some of the decisions the Metro Mayor makes will affect future generations, so I will set up a Youth Combined Authority to meet with me regularly, to ensure young people can participate in local politics and make their voices heard.

- I will appoint a Gender Equality Adviser to review and advise on policies and projects.

- I want more people to get involved and participate in local politics, playing a part in the decisions that are made. I will explore the potential of Citizens’ Panels to achieve this.
1: Securing good jobs and training

A jobs first approach
The pandemic has resulted in significant economic disruption. As the furlough scheme winds down, we need radical action to tackle unemployment. We urgently need to address the scandal of in-work poverty, creating opportunities for well-paid and fulfilling employment, with flexible work that accommodates the true diversity of all those who want to work, such as those with disabilities or care commitments. The Combined Authority’s existing skills and work programmes are too small, narrow, and hard to navigate, to meet the scale of the crisis. I will:

- Host a Jobs & Skills Summit within my first 100 days of office.

- Call for national work programmes to be devolved, so that we can create a truly universal offer to help people in the West of England retrain and find work.

- Use the Green Recovery Fund to invest in programmes that generate local jobs.

- Work with local government, national government, and trade unions to establish an effective living and minimum wage enforcement programme for the West of England.

- Create a West of England Employer Charter outlining standards for good businesses, including provisions for disabled employees, paying a living wage, reducing the gender pay gap and other unacceptable pay gaps, and offering flexible or distance working for parents and carers.

- Promote Combined Authority investment on businesses creating local jobs and using local supply chains.

- Create an online application portal for apprenticeships, putting all information for local apprenticeships into one place, alongside free virtual training courses on a range of skills, from digital design to finance and accounting.
Skills for the future

Creating an inclusive and prosperous region will require us to invest in life-long skills and training. With investment in skills, we can harness our existing strengths while looking to the future, as our economy and Britain’s role in the world changes. For young people, life opportunities should not be restricted due to lack of options. Wherever you grow up in this region, there should be good educational and vocational training available, allowing you to achieve your potential.

To invest in the skills of our workforce, I will:

- Make it easier for people to find the employability and skills support they need by reducing the complexity of the Combined Authority’s website, which lists over 250 different programmes, and creating a new online portal providing clear information and guidance as well as the ability to talk to an advisor.

- Advertise skills programmes widely, including through local employers, schools, universities, local authorities, and trade unions.

- Address barriers in access to skills training, ensuring everyone can gain the skills they need to re-enter the jobs market, switch careers, or set up a business, whether they are a parent juggling childcare demands, or someone with a disability for whom traditional skills programmes have been inaccessible.

To invest in opportunities for our young people, I will:

- Lead a review into post-16 education and pathways into work to address skills gaps and ensure opportunities aren’t solely concentrated in urban areas, but are accessible to all, including those who are not in education or training.

- Ensure careers advice is positive and avoids stereotypes, to support the aspirations of all young men and women to access their chosen career.

- Address inequalities in access to higher education, providing students and schools with high quality advice to support university applications.
2: Rebuilding our economy to work for everyone

A prosperous and inclusive region

The West of England is one of the best places to live and work in the country. We have a vibrant local economy with expertise in sectors from the arts and tourism, to engineering and science. Bath is a tourism hub and UNESCO World Heritage Site, with an internationally recognised green technology sector; Bristol is home to England’s strongest digital media supply chain outside of London and is a renowned hub for entrepreneurs and start-ups; and in South Gloucestershire we have an advanced aerospace and manufacturing sector, with companies like AirBus and Rolls-Royce. Yet the COVID-19 pandemic has been devastating for our economy: 419 businesses have gone into liquidation, over 77,000 of our residents have been on furlough, and 120,000 Self-Employment Income Support Scheme claims have been made. Many local people have been unable to access any support at all from the government and are still losing out. We must abandon the ‘business as usual’ approach to economic development. Unprecedented challenges mean we need to be active and bold. To build a prosperous and inclusive regional economy, I will:

- Lead our recovery from the economic disruption of the pandemic, doubling the West of England COVID-19 Recovery Fund to £20m to build resilience, promote local business, and tackle inequality, ensuring everyone shares in this region’s success.
- Support the West of England Industrial Strategy to promote innovation, productivity, and inclusive and green growth in sectors such as advanced engineering and our creative and digital industries.
- Promote the growing green economy, ensuring we preserve our environment and prosperity for current and future generations.
• Set up a Cooperative Support Agency, to support and coordinate training for cooperative and community run enterprises, providing guidance and a space for discussion and collaboration.

• Recognise that the lack of affordable childcare, and the burden of childcare disproportionately falling on women, is a barrier to our economy being fully inclusive, and address this by using Mayoral resources to support childcare providers and invest in childcare infrastructure across the region.

• Invest in our social infrastructure, recognising the role of those who care for the older population and people with disabilities or chronic illnesses.

• Guide our transition to the post-Brexit future, establishing the West of England as an internationally recognised powerhouse.

**Promoting our culture, arts, and tourism economy**

We have much to be proud of in the West of England: our cities are tourist hubs, with rich heritage and cultural sites. We have made a huge artistic contribution to the world, be it Bath’s Mary Berry, South Gloucestershire’s J.K. Rowling, or Bristol’s Banksy. However, our vibrant arts sector, thriving restaurants and bars, and successful sports offerings have all been severely harmed by the COVID-19 pandemic. As well as contributing to our local
economy, all of these sectors have large positive impacts on wider wellbeing, education, and community cohesion. To support our culture and tourist economy, I will:

- Introduce a Culture Covenant, locking in a minimum of 10% of the Combined Authority Investment Fund revenue to support this sector.

- Create a support network for businesses and the arts sector to provide advice and maximise external investment and funding opportunities.

- Help to coordinate marketing and promotion both for businesses and for the West of England as a tourist destination.

- Work with our local sports teams to boost success and promote physical and mental wellbeing.

**Boosting our high streets**

High streets are at the centre of our villages, towns, and cities, playing a vital part in our local economy and our sense of place. They are often the focal point of the community, hosting services from post offices to libraries, local businesses, and places to meet up with friends and family. The current Metro Mayor announced a high street fund over two years ago, but only three projects have been funded. High streets need our support now. I will be active in helping our high streets to survive and thrive, by:

- Supporting local proposals to help high streets, recognising that each high street is unique.

- Placing support for high streets as a key priority in my plan to create liveable towns and cities, with good public transport connections and high-quality housing that connects people with their town centre.
3: Protecting our environment

Harnessing the green economy
I am proud that so many developments in green technology are happening in the West of England, but if we are to meet our commitment to reach net-zero carbon emissions by 2030, while addressing the many other causes of climate change, we need to move fast. We are facing a climate emergency that threatens to change our way of life permanently, harm our health and wellbeing, and alter the world our children and grandchildren inherit. As Metro Mayor I will establish a Green Recovery Fund, worth £20 million, to invest in programmes that reduce our greenhouse gas emissions and protect the environment, while creating almost 23,000 jobs by 2030. The Green Recovery Fund will focus on:

- Retrofitting houses with technology to reduce carbon emissions, such as insulation and heat pumps.
- Tree planting, reforestation, and habitat restoration, in rural and urban outdoor green space.
- Improving the ease of walking and cycling in our region.
- Delivering more electric car charging points.
- Improving flood and drought defences.
- Investing in solar farms and community energy.

Preserving our natural environment
In the West of England, we have thriving towns and cities, as well as truly beautiful countryside. I want to preserve our natural environment while championing the wellbeing and happiness benefits of green space and ensure current and future generations can benefit from better air quality. We must prevent habitat loss, increase biodiversity, and discourage cruelty towards animals. As Metro Mayor, I will:

- Protect the right to roam and access to green space, by investing in public footpath upkeep and signage, and ensure public transport connects those looking to get out to our countryside.
- Make the West of England the Bee and Pollination Capital of the UK, by:
  - Working with local councils to prevent the removal and mowing of wild flowers from grass verges and council maintained pathways and roadsides.

Ambition for the West of England 13
Promoting No Mow May, encouraging West of England residents to protect bees and pollinators by letting their gardens bloom.

Exploring the creation of wildflower meadows to promote biodiversity, tree planting, and habitat creation.

- Use housing and transport powers to encourage a shift to zero-emission technologies, and the new Spatial Plan to ensure all new developments provide a net gain in biodiversity.

- Explore the potential of Clean Air Zones, taking targeted and unified action to improve air quality.

- Use all possible opportunities to discourage blood sports, working with and supporting local authorities to ban hunting on public land, both to protect habitats and reduce animal cruelty.

Leading the way in local food production

The West of England has vibrant agricultural, food and drinks, and restaurant sectors. I want to champion our local farmers, many of whom are producing high quality food and innovating in environmentally friendly technology, and organic and free-range farming. We also have excellent food and drinks manufacturers and restaurants leading the way in locally sourced foods, as well as vegan and vegetarian products. Eating food that is fresh, local, and has been produced with high animal welfare standards is good for our health and good for our environment. As Metro Mayor, I will:

- Promote our West of England farmers and make their case to protect British farming from being undercut in future trade deals.

- Create an ‘Eat Local’ campaign to:
  - Celebrate and advertise the West of England’s farming, food, and drinks sectors.
  - Promote local businesses with high environmental and animal welfare standards.
  - Reduce the air miles of our food.
  - Link up local businesses with Food Banks and food poverty charities.
  - Promote healthy eating.
4: Improving our public services and infrastructure

Public transport for the 21st century
Access to public transport remains poor across the West of England. There has been a failure of leadership, resulting in an under-resourced and overly complex transport network that is not fit for purpose. To create a more effective system that meets local needs, I will:

- Guide the emergency provision of public transport given the challenges of the pandemic, such as ensuring all buses have adequate safety measures and key routes are served.

- Review existing transport provisions across the region, developing a long-term strategy for transport investment alongside a plan to deliver on promises made.

- Use the Transport Review to start a widescale transformation of our public transport network, investigating options such as mass transit and bus franchising to prioritise:
  - A unified system across the region with convenient and reliable services that address local needs.
  - The implementation of smart ticketing, with simple tap-in-tap-out payments, and effective advertising of cheapest fares and routes.
  - Better control of ticket prices and timetables to ensure affordability and value for money.
  - Green and zero-carbon transport fleets.
  - Accessibility for disabled people, wheelchair users, and people with visual or hearing impairments.
  - A proper plan for improving rural transport services, exploring the potential of on-demand services in providing evening and Sunday coverage, as well as better connections to surrounding areas.

- Coordinate improvements to our rail services, including:
  - Reviewing the frequency of proposed Metro-West train services to ensure that they attract passengers and incentivise public transport use away from car use.
  - Supporting the reopening of the Portishead line.
  - Upgrading Temple Meads station.
  - Completing the electrification of our rail network that was deferred by the Conservatives since I voted for it as an MP under the Labour government.
Provide support to local authorities in making all bus and train stations accessible to those with disabilities, and safe and well-lit, ensuring there is consultation with local equality groups throughout planning stages.

- Promote walking and cycling by steering the Walking and Cycling Plan, to:
  - Create safe, convenient, and well-advertised walking and cycling routes.
  - Make walking and cycling a part of our daily commute to work and school, to boost health and wellbeing, reduce air pollution, and mitigate climate change.
  - Promote cycling, especially in schools, with programmes to increase access to bikes, bike safety training, and access to bike racks.
  - Ensure programmes are inclusive of those with disabilities.

- Tackle hate crime on our buses and trains.

- Oppose the expansion of Bristol Airport, as it is not compatible with our climate ambitions, and there is still great uncertainty around the future of international travel while COVID-19 is prevalent.

**Boosting digital connectivity**

The COVID-19 pandemic has exposed deep inequalities in access to the internet and digital resources. As more of us are working and learning from home, it is essential that location or income are not barriers to good broadband coverage. Internet access and literacy is vital to reducing loneliness and navigating complex central and local government services. As Metro Mayor, I will:

- Commission a review into digital connectivity in the West of England, identifying areas with poor internet coverage and creating a plan for rapid broadband rollout.

- Work with local schools and businesses to ensure our schools benefit from better technology, such as laptops for students, to reduce the disruption to our education system.

- Create a training strategy for older people and others who want to learn digital skills.
5: Providing homes for all

Addressing our housing crisis

Our region’s housing crisis has persisted for far too long, with too many people priced out of buying or renting a decent home. The inability of the current Metro Mayor to deliver a Spatial Plan after four years is a shocking failure that will delay the building of homes and the creation of jobs for West of England residents. The pandemic has emphasised the importance of our homes, with more people working from home, shopping locally, and appreciating access to green space. As Metro Mayor, I will be ambitious and proactive, providing the leadership we need to re-write the approach to housing, create liveable towns and cities, and deliver genuinely affordable homes. To do this, I will:

- Deliver a new Spatial Plan that seizes the opportunity to create truly liveable towns and cities with:
  - High quality and zero carbon design.
  - Walkable access to outdoor green space and local public services.
  - Convenient public transport and walking and cycling links, with less focus on motorway development, to address climate change and reduce air pollution.
- Home and town design suitable for older people and people with disabilities, adapted to their care needs so that they can continue to lead independent lives.
- A firm requirement for 35% of all new homes to be genuinely affordable.
- Provisions for high quality and affordable student housing.
• Intervene directly in housebuilding by doubling the current spending plans to £80m and working with council owned housing companies, housing associations, and communities to pool skills, resources, and land to maximise the delivery of genuinely affordable homes.

• Commission an Older People’s Housing Strategy that will establish the needs of our ageing population over the next 30 years, aiming to increase the full range of decent, appropriate, and affordable specialist housing for both owners and renters, as well as helping people to adapt and stay in their existing homes.

• Promote and support the benefits of fitting existing homes with technology to reduce carbon emissions by establishing a Retrofit Accelerator programme that:
  ○ Creates local jobs, reduces fuel poverty, and improves health.
  ○ Promotes and supports home retrofitting.
  ○ Organises local supply chains and skills training, ensuring retrofitting programmes use local workers and businesses.
  ○ Negotiates more dedicated funding from central government.

**Eliminating homelessness and isolation**

Rough sleeping has increased by 537% in the West of England over the past ten years, and this is unacceptable. I am proud to have been a part of a Labour government that all but eliminated rough sleeping and significantly reduced homelessness and will make it one of my priorities. As Metro Mayor I will support the great work of existing homelessness projects, while identifying areas that need more support, so that there are safety nets across our region. The issues that contribute to homelessness do not stop at council borders, and so we must take a more joined-up approach to finding their solution. To do this, I will:

• Create a Homelessness Taskforce that brings together local authorities, homelessness projects, and housing associations to encourage collaboration and establish a space for discussion and the sharing of knowledge.

• Work with the Taskforce to establish common objectives and standards, both for our emergency response to homelessness during the pandemic, and in the long term for eliminating homelessness and rough sleeping across the region.

• Lobby for greater powers that would better enable a joined-up response to homelessness, including health and social care powers and greater devolution of national work programmes.

• Conduct regular reviews to ensure all local authorities are implementing agreed objectives and standards, providing support and guidance where needed.
I love the West of England and I’m ambitious for our area. I’m frustrated that the current Metro Mayor is not getting the best for our region, whether it’s losing up to £500m in housing funds from central government, being the only Metro Mayor to miss out on priority status for community funding in the budget, failing to secure a freeport for our area, or being missing in action on the national stage.

The pandemic has emphasised the need for strong and effective leadership. It’s not good enough to have money for supporting our High Streets languishing in the Metro Mayor’s bank account, it’s needed right now. It’s ridiculous to have 180 different piecemeal, bureaucratic back to work schemes, when we need simple, streamlined help for people now. It’s unforgivable that the number of new apprentices has fallen when young people deserve skilled jobs for the future.

Now is the time for new leadership.

The greatest resource of our region is our people. I will work constructively with all, bringing people across our region together to unlock our potential and negotiate more local powers.

I have a vision for a green recovery for our region. We will get people back to work, rejuvenate our high streets, value our key workers, build more affordable homes, and tackle the climate emergency. We will build a society that isn’t about making a fast buck but is about quality of life. We will value our natural environment, create jobs with dignity in work, and show pride in our local communities.

Laying out my aims and ideas, this manifesto is a starting point from which I hope a further conversation about our future will emerge.

I am deeply proud of the West of England and determined to put our region back on the national and global map. We have a great history, but our future can be even greater. Together, let’s make this happen.
Contact

Dan Norris
Labour Metro Mayor Candidate for the
West of England
Email: dan@votedan.uk
Website: www.votedan.uk
Twitter: @votedannorris
Facebook: Dan Norris

Join our campaign
https://votedan.uk/survey/
https://events.labour.org.uk