



# Business Plan

## 2024–2025





# Contents

<b>Introduction</b>	<b>3</b>	<b>Theme 4: Health, care and wellbeing</b>	<b>33</b>
<b>2023/24 A Year in review</b>	<b>4</b>	Transforming care.....	34
<b>Sustainable Development Goals</b>	<b>6</b>	Mental health and wellbeing .....	36
<b>More about this Business Plan</b>	<b>7</b>	Poverty .....	38
<b>Our Approach</b>	<b>7</b>	<b>Theme 5: Homes and communities</b>	<b>40</b>
<b>Our Obligations</b>	<b>7</b>	Housing supply .....	41
<b>Measures of success: a performance framework</b>	<b>8</b>	Low and zero carbon homes .....	43
<b>Theme 1: Children and young people</b>	<b>9</b>	Homelessness .....	44
Child friendly city.....	10	Disability.....	46
Supported to thrive.....	11	Community participation .....	47
Equity in education.....	13	<b>Theme 6: Transport and connectivity</b>	<b>49</b>
Intergenerational equality.....	15	Connectivity .....	50
<b>Theme 2: Economy and skills</b>	<b>17</b>	Improved bus services .....	51
Regeneration .....	18	Safe and active travel .....	52
Access to employment .....	19	Physical infrastructure .....	53
Good growth .....	21	<b>Theme 7: Effective development organisation</b>	<b>55</b>
Childcare .....	23	One City .....	56
Digital Inclusion.....	24	One Council.....	57
<b>Theme 3: Environment and sustainability</b>	<b>26</b>	Employer of choice .....	58
Carbon neutral .....	27	Data driven .....	60
Ecological recovery .....	28	Good governance .....	61
A cleaner, low-waste city .....	29	Estate review .....	63
Climate resilience .....	30	<b>Glossary</b>	<b>64</b>
Global leadership .....	31		

# Introduction

**Welcome to Bristol City Council’s Business Plan for the financial year April 2024 – March 2025. This plan sets out the priority actions for the year ahead to deliver the vision and priorities set out in the seven strategic themes of our Corporate Strategy 2022–2027.**

They are:

- **1. Children and young people**
- **2. Economy and skills**
- **3. Environment and sustainability**
- **4. Health, care, and wellbeing**
- **5. Homes and communities**
- **6. Transport and connectivity**
- **7. Effective development organisation**

Delivering the priorities and actions within each of these strategic themes will help deliver the vision we have set ourselves and our city:

“ We play a leading role in driving an inclusive, sustainable and healthy city of hope and aspiration, one where everyone can share in its success. ”



The approach the council is taking to achieve this vision is to work with our partners more proactively and to empower citizens and communities to identify and deliver solutions together. This will mean the whole city has a role to play in its success, and will reduce demand for traditional council services. The One City approach\* underpins this work and promotes collaboration amongst partners to tackle the largest problems we face as a city and embed a model of city leadership.

The council plays a key role in supporting this approach, but also continues to be relied on to deliver a range of statutory duties. As set out in our budget consultation, the council is facing significant financial pressures which affects our ability to carry out all the activities and services we want to. The process of making our organisation smaller, and more focussed on our priorities, while improving efficiency, is reflected in this year’s Business Plan.

In May 2024 the council will change how it is run, no longer having a directly elected Mayor and instead having a committee system run by councillors. There is also a local election in May, so this represents a major change in our leadership and means our plans for 2024/25 may change. This edition of the Business Plan is based on delivering our current Corporate Strategy, which was approved by Full Council. Having it will help our future political leaders understand what we are doing and to consider if, how and where change might be needed. If there is very significant change, an updated version of this plan may be produced during the year.

# 2023/24 A Year in review

- **Against the backdrop of a worsening outlook for local government finance, the council was able to deliver a balanced budget in February, following a meeting of Full Council.** This was achieved despite an increasing savings requirement and need to secure additional income to meet our legal duties.



- Our **City Leap** partnership has begun to deliver significant benefits for the city, including the delivery of £4m worth of home energy efficiency measures, and the launch of a £1.5m fund to bolster community-based energy projects in Bristol.



- **The successful introduction of the city's Clean Air Zone (CAZ) has resulted in a 10 per cent reduction in city-wide levels of nitrogen dioxide.** £42m of funding has supported thousands of people and has meant that 82 per cent of cars are now CAZ compliant.



- **In January, Bristol hit the historic milestone of planting its 100,000th tree as part of the One Tree Per Child initiative.** Bristol was the first city to sign up to the initiative when it planted its first One Tree Per Child Tree in 2015.



- **The new draft Local Plan\* was approved at Full Council before it goes to the national Planning Inspectorate.** The plan sets out how we will deliver housing, employment and sustainable growth over the next 15 years.
- **In June, Bristol launched three Family Hubs\* in partnership with health providers and voluntary and community sector partners.** The new hubs will make it easier for families to access support and advice in one single place.



Photography: Lisa Whiting



- **In February, a new and upgraded Elmfield School for Deaf Children was opened**, providing improved facilities for up to 48 pupils from nursery age to year six.



- **In August, the new £5.8m Portway Park & Ride station was opened to the public.** The train station is the first to be opened in Bristol in nearly 100 years and is one of seven planned for the city.



- **Bristol continued to deliver new and affordable housing**, with Goram Homes – the council’s housing company – launching its One Lockleaze development and making progress on its Hengrove Park development.



- **A report outlining the findings and recommendations from the Bristol Living Rent Commission\* were published in July.** The recommendations were endorsed at Cabinet in October and work has now begun to implement these recommendations.



- **Amidst the continuing cost-of-living crisis**, the council continued to support the city’s network of Welcoming Spaces and allocated £4m worth of Community Resilience Funding to 50 community organisations and groups. Decisions about the fund were determined by a range of people and communities across the city.
- **We continued to work with the City Office to deliver the goals of the One City Plan.** There are a range of task and finish groups working on issues including tackling racism in schools, transport accessibility, and reducing gender, race, ethnicity and disability pay gaps. The City Office hosted two City Gatherings across the year, including hosting in the newly refurbished Bristol Beacon in March.



# Sustainable Development Goals

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

Bristol is committed to delivering the SDGs locally and is the only UK city to have conducted a

Voluntary Local Review to map Bristol's progress against the goals.

Within this Business Plan, we have highlighted which priorities will be contributing to achieving the SDGs. This mapping was undertaken at the target level with the specific SDG(s) identified. For more information about the specific targets under each goal, please visit the [UN website](#).



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



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



**SDG 3 – Good health and wellbeing:** Ensure healthy lives and promote wellbeing for all, at all ages.



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



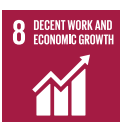
**SDG 5 – Gender equality:** Achieve gender equality and empower all women and girls.



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



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



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



**SDG 9 – Industry, innovation and infrastructure:** Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.



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



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



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



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



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



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



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



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



# More about this Business Plan

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**Each theme in the Corporate Strategy has specific priority areas and each priority has actions allocated to it. The aim of our Business Plan is to show what actions we will deliver in 2024/25. In this plan we set out:**

- Which part of the council and policy committee is responsible for each action
- SDGs linked to each priority; and which One City

Board each action is relevant to

- How we are monitoring progress and making a difference
- A glossary of useful terms – these are indicated with an asterisk (\*) throughout the document

## Our Approach

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**Strategic actions and priority measures of our success underpin this plan. Some actions may relate to more than one commitment but are listed next to the most relevant one.**

To ensure there is ownership of the priority actions set out in the Business Plan and how these actions interlink, each Corporate Strategy theme (e.g. Children and Young People) has a nominated owner allocated from within the council's senior leadership team. This will ensure cross-cutting

issues are effectively governed across multiple service areas.

The ongoing impact of the pandemic and national cost of living crisis, and their long-term effects, have become an integral part of how all our services operate and how the organisation plans for the foreseeable future. This plan covers a significant amount of work carried out by council colleagues, but a range of partners will also contribute to its success.

## Our Obligations

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**Part of the council's role is to meet statutory and regulatory obligations and other requirements set through national legislation or policy.**

Examples include highways maintenance, waste collection or providing sufficient school places. To keep this plan brief, the actions only refer to these where they are relevant to a key commitment. We will always comply with our legally required obligations.

# Measures of success: a performance framework

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**The council is moving to a new system of governance in May 2024, with a committee system replacing the current mayoral model and cabinet system. Due to this we are reviewing the performance framework for 2024/25 to update our performance reporting approach, and will publish the new framework in July 2024. We remain committed to increasing the use of technology, data and new digital tools to improve how we monitor and manage performance.**

The performance framework is intended to monitor progress through a blend of actions and performance metrics that we will report on quarterly and annually, and will look at a range of performance measures as well as progress updates. We currently measure progress with three different indicators:

- **City Outcomes** – These are annual indicators centred on the Corporate Strategy themes. They are primarily outcome focused measures that are longer term in nature and slower moving, reporting annually (often in arrears) and look to assess the overall ‘health of the city’. These measures comprise a collective responsibility encompassing one or more key partners and cannot be delivered solely by Bristol City Council.

- **Business Plan priority metrics** – These will mainly be quarterly measures, centred on the Corporate Strategy priorities, with direct data available to measure progress throughout the year. These are metrics the council has more direct responsibility over, and so will be used to measure council performance.
- **Business Plan priority actions** – Progress updates for each of the priority actions will be reported on quarterly. This will provide consistent reporting on all priorities, including those without specific quantitative metrics, and will give a more rounded view of the council’s performance.

Targets for 2024/25 will be published in July 2024, once the results of our performance in 2023/24 have been considered. These measures and targets will be published on the Performance page on our website, along with quarterly performance reports.



# Theme 1: Children and young people

A city where every child belongs and every child gets the best start in life, whatever circumstances they were born in to.

**As set out in our Corporate Strategy, our ambitions for the city's children include having a healthy and happy life, being safe, having access to an education that develops their potential, having the opportunity to influence decisions in the city, and growing up with a sense of belonging and pride. Children are the future of the city, and we have to help them thrive and become actively engaged citizens who will take on the city's future vision and direction.**

Not all children have equal experiences of living in and growing up in Bristol. Inequalities have also been amplified by the lasting impacts of the pandemic and current national cost of living crisis. If we are to mitigate the adverse impact of this across our communities and build back better within a generation, we must put children and young people at the heart of our recovery and invest in them and their families.

Councils such as Bristol spend millions each year providing services, with statutory care for vulnerable adults and children dominating spending. Our children's social care pressures remain high, so this year we will continue to prioritise responding to national changes to children's social care and making sure we have

effective ways of protecting our children and young people from harm. We are working to maximise sources of funding so youth services can continue in the city and are also reviewing Early Help funding to support our development of a Family Hub approach.

Work continues to support foster care recruitment and retention across the city and we will also increase our available capacity of council-run children's homes. This will help us to try and reduce the number of children who are placed in expensive placements outside of the city, improving outcomes whilst reducing our overall costs.

Significant challenges remain in relation to the Dedicated Schools Grant\* (DSG), due to a deficit driven predominantly from pressures within our High Needs Block. The DSG pays for services to help children and young people who have special education needs and disabilities (SEND) as well as those with the highest level of needs. To address these challenges, work, collaboration and engagement will continue on our transformation programmes alongside activity focused on the ongoing improvement in SEND provision.



CYP1

## Child friendly city

**Our Corporate Strategy vision:** Children and young people are supported by the city, their community, and the council to have the best possible start in life. They can reach their full potential and are kept safe from and supported to overcome violence, abuse, and other adverse childhood experiences, whatever the circumstances of their birth.



**Building blocks:** Development and Delivery Equality and Inclusion Resilience

### Actions for CYP1 – Child Friendly City:

#### Action:

Review and implement improved ways of working in partnership with children, young people and their families to redesign and deliver children's and education services. This will ensure they are involved at every stage of decision making and can help shape the future of children's services.

**Lead area:** Children and Families

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

#### Action:

Reduce the number of children and young people in care outside of Bristol by increasing the supply of stable and loving accommodation within (or close to) the city. We will deliver this primarily through the reprofiling of children's homes and through more targeted recruitment of, and peer support for foster carers.

**Lead area:** Children and Families

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

#### Action:

Work with statutory partners to embed work from our specialist exploitation service\* to improve the outcomes of children who are at risk of extra-familial harm. We will work with partners to improve the use of data and information as part of this work.

**Lead area:** Children and Families

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

### Performance metrics for this priority:

- Percentage of audited children's social work records rated good or better
- Percentage of children in care placed out of area
- Percentage of children in care placed with in-house provision

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



CYP2

## Supported to thrive

**Our Corporate Strategy vision:** Children, young people, parents, and carers have access to and benefit from lifelong services – such as Family Hubs\*, parenting and community learning courses and Youth Zones – that support them to thrive.



**Building blocks:** Development and Delivery Equality and Inclusion Resilience

## Actions for CYP2 – Supported to thrive:

### Action:

Collaborate with health, education and voluntary sector partners to deliver a more joined up and accessible set of early help and universal services through a Family Hubs network. This will include developing a shared approach to supporting families, improving the sharing of data, and delivering an effective virtual service.

**Lead area:** Children and Families

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

### Action:

Work alongside adult social care teams to develop the pathway for children with care and support needs as they transition to adulthood, building on work of the Transitions Project\*.

**Lead area:** Children and Families

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

### Action:

Deliver a new Corporate Parenting Strategy (2024-2029) to shape a One Council\* approach to supporting children in care and care leavers. The strategy will outline how we will work collectively to provide them with:

- stable and loving homes
- the right educational opportunities
- access to appropriate support for health and wellbeing
- the chance to live a successful, connected and happy life

**Lead area:** Children and Families

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

**Action:**

Establish a Systemic Social Work Hub\* which will deliver improved workforce supervision and training, supporting the recruitment and retention of permanent social workers.

**Lead area:** Children and Families

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

**Performance metrics for this priority**

- Increase the percentage of Family Outcomes\* achieved through the Supporting Families programme
- Increase the take-up of free early educational entitlement\* for 3 and 4-year-olds

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.





CYP3

## Equity in education

**Our Corporate Strategy vision:** Help improve educational outcomes, value diversity, and reduce educational inequality at all stages of education. Work with education providers to become an inclusive, zero-exclusion city, making sure high quality specialist provision is effectively targeted. Ensure that the system can meet the needs of COVID-19 recovery and provides children and young people with the academic, social, and emotional development they need.



**Building blocks:** Development and Delivery Equality and Inclusion Resilience

### Actions for CYP3 – Equity in education:

#### Action:

Work with health and education partners and the Bristol Parent Carer Forum to develop and deliver our SEND inclusion strategy including the Safety Valve\* programme which is designed to support more SEND learners as early as possible in mainstream education and reduce the Designated Schools Grant\* deficit. This will include:

- Co-producing a SEND and Inclusion Strategy for the Local Area\*
- Consider the allocation of funding to support mainstream settings include SEND learners
- Increasing the number of local specialist schools places available

**Lead area:** Education and Skills

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

#### Action:

Work with schools and governing bodies to improve school attendance across the city, particularly for our most vulnerable learners. We will develop effective tools which schools can use to support learners who have high levels of absence, including ways of communicating with parents and carers.

**Lead area:** Education and Skills

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

#### Action:

Work with partners to develop an Alternative Learning Provision Inclusion Hub\* which will support education settings to become more inclusive for learners who may otherwise require alternative provision, providing early intervention support when needed.

**Lead area:** Education and Skills

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

### Performance metrics for this priority:

- Increase the percentage of schools rated ‘Good’ or better by Ofsted (all phases) for Bristol City Council maintained schools
- Increase the percentage of final Education, Health and Care Plans (EHCPs) \* issued within 20 weeks excluding exception cases
- Reduce the suspension rate for Black Caribbean, Mixed white & black Caribbeans, and Gypsy, Roma or Traveller pupils in primary schools
- Reduce the suspension rate for Black Caribbean, Mixed white & black Caribbeans, and Gypsy, Roma or Traveller pupils in secondary schools
- Increase the percentage of children in care who have a full time suitable educational provision

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.





CYP4

## Intergenerational equality

**Our Corporate Strategy vision:** Lead city-wide approaches to tackling the root causes of structural inequality, breaking cycles of disadvantage, poverty, and trauma across generations to improve health and life opportunities.



**Building blocks:** Development and Delivery Equality and Inclusion

### Actions for CYP4 – Intergenerational equality

#### Action:

Continue implementing the action plan to improve outcomes for children at risk of or in contact with the youth justice system. This includes activity to deliver on the partnership approach to tackling disproportionality within the criminal justice system.

**Lead area:** Children and Families

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

#### Action:

Develop an Anti-Racism in Schools Strategy to improve outcomes for pupils and staff from minoritised ethnic groups, including:

- tackling attendance and attainment gaps
- reducing disproportionality in suspensions and exclusions
- improving the ethnic diversity of the city's teaching staff and educational leadership

**Lead area:** Education and Skills

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

#### Action:

To improve the educational outcomes of children in care through schools' use of funding, to provide additional targeted academic support.

**Lead area:** Children and Families

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

### Performance metrics for this priority:

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

### City Outcome indicators for Children and Young People theme

- Reduce the percentage of children with excess weight (10-11 year-olds)
- Reduce incidents of serious violence involving children and young people
- Improve the percentage of 19 to 21 year old care leavers in Employment, Education or Training (EET)
- Key Stage 2 – increase the percentage of disadvantaged pupils\* at KS2 achieving the expected standard in reading, writing and maths
- Key Stage 4: Attainment 8\* – reduce the points gap between disadvantaged and non-disadvantaged pupils\*
- Improve the percentage of 16 to 17-year-olds (academic age) meeting their duty to participate in Employment, Education or Training (EET)
- Increase percentage of schools and settings rated 'Good' or better by Ofsted (all phases)
- Improve the school attendance rate for disadvantaged pupils\* in Bristol



## Theme 2: Economy and skills

Economic growth that builds inclusive and resilient communities, decarbonises the city, and offers equity of opportunity.

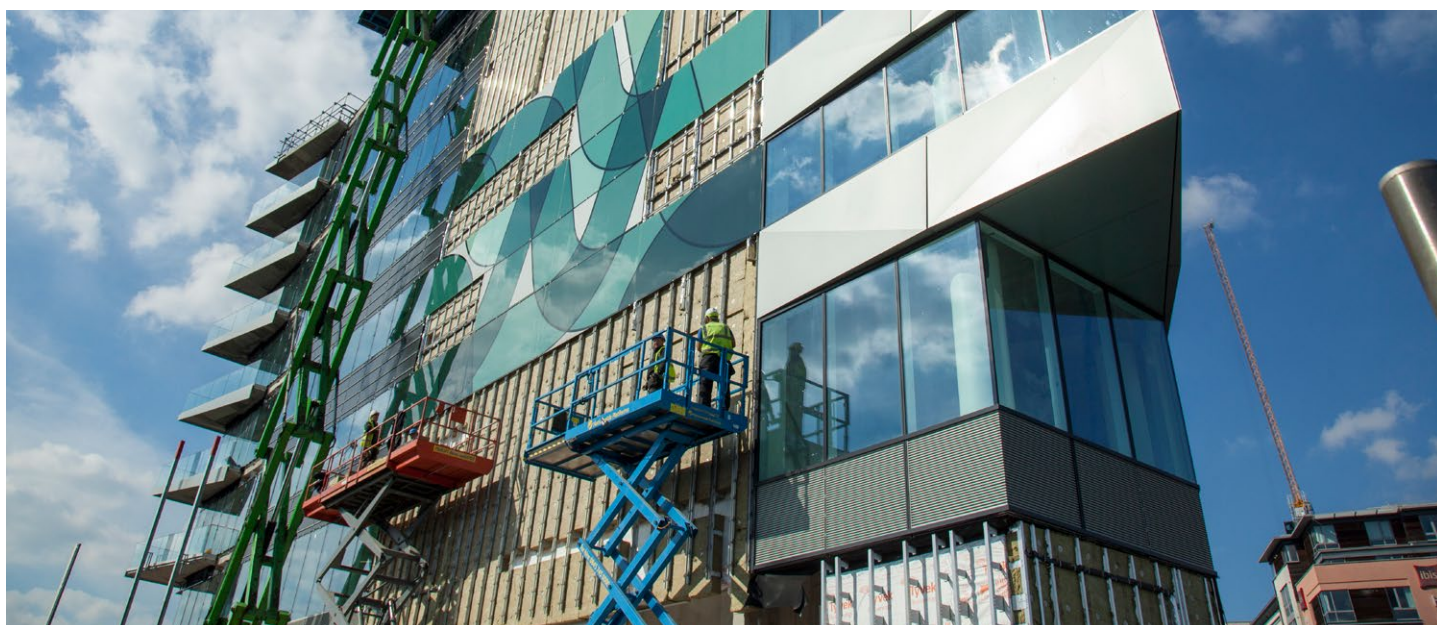
**Bristol has created one of the most vibrant and successful economies in the UK, but one that has not distributed its wealth equally and may face medium to long-term harm from the impact of the pandemic. An inclusive economy with equal access to employment, skills and progression for all is a foundation for a healthy population.**

Nationally, among the Core Cities\*, the Bristol city region generates the highest levels of productivity per person, and Bristol has the highest levels of employment and qualification rates of the major cities. However, our city is also constrained by historic deficiencies such as public transport capacity, a housing crisis that risks shutting out many of our essential and key workers, and persistent inequalities that mean 15 per cent of our residents live in some of the most deprived areas in England.

The number of young people in certain areas of Bristol attending university is low, which can affect their income and career progression later in life. People from deprived parts of the city and some demographic groups, including Black, Asian and minority ethnic communities, and women, can face inequalities at work and in education.



The recovery process from the pandemic is an opportunity to protect those areas of the economy vital to the future development of the city. However, we are not aiming to take our economy back to where it was. Instead, we aim for a more sustainable, carbon neutral, ecologically positive approach, and a fair, inclusive and competitive economy that supports growth across all our communities for the benefit of local people.



## Our Economy and Skills Priorities for 2022–2027 are:

ES1	
<h3>Regeneration</h3> <p><b>Our Corporate Strategy vision:</b> Enable the growth, development and regeneration of the city in an inclusive, sustainable, healthy and resilient way. Attract investment, develop growth sectors to create and retain decent jobs, and improve access to opportunities afforded by regeneration for disadvantaged areas and groups of people. Work to future-proof the city through sound spatial planning and progress the Temple Quarter Enterprise Zone as one of the UK's largest regeneration projects.</p>	
	
<p><b>Building blocks:</b> Development and Delivery   Environmental Sustainability   Equality and Inclusion</p> <p>Resilience   World Class Employment</p>	

### Actions for ES1: Regeneration

<p><b>Action:</b></p> <p>Progress the Bristol Local Plan through Examination in Public that is expected to start in Spring 2024 and be adopted in Spring 2025. This will support us to enable inclusive, sustainable growth and:</p> <ul style="list-style-type: none"> <li>• deliver new housing</li> <li>• meet carbon reduction targets</li> <li>• support employment land</li> <li>• secure biodiversity net gain*</li> <li>• deliver sustainable travel which links housing and employment together.</li> </ul>
<p><b>Lead area:</b> Economy of Place</p> <p><b>Relevant council committee:</b> Economy and Skills</p> <p><b>Relevant One City Board:</b> Economy and Skills</p>
<p><b>Action:</b></p> <p>Establish a joint delivery team for Temple Quarter and procure a development partner for the first phase of delivery. Continue progress on regeneration plans across the wider city including Western Harbour, Whitehouse Street, Frome Gateway, Bedminster Green, Lockleaze and Knowle West.</p>
<p><b>Lead area:</b> Economy of Place</p> <p><b>Relevant council committee:</b> Economy and Skills</p> <p><b>Relevant One City Board:</b> Economy and Skills</p>
<p><b>Performance metrics for this priority:</b></p> <ul style="list-style-type: none"> <li>• Percentage of procurement spend with 'Micro, Small and Medium-sized Enterprises' (MSME's)</li> </ul>

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



ES2

## Access to employment

**Our Corporate Strategy vision:** Lead partners in developing skills and routes into employment that tackle structural inequality. Plan for how the economy will change in the future and support people to access good jobs whatever their formal level of qualification. This applies whether people are starting out, re-entering or migrating into the job market, or changing roles and needing new skills.



**Building blocks:** Development and Delivery Equality and Inclusion World Class Employment

### Actions for ES2: Access to Employment

#### Action:

Agree and adopt a refreshed council-wide strategy on economic growth, building on a new Employment and Skills Plan and wider activities. This will include how we shape the proceeds of investment and regeneration to provide opportunities for all, support the Just Transition and provide enterprise and business support.

**Lead area:** Education and Skills

**Relevant council committee:** Economy and Skills

**Relevant One City Board:** Economy and Skills

#### Action:

Expand career pathways into key sectors such as health and social care, children and education, food/hospitality, green jobs including retrofit, working with employers and providing experience of work, career coaching, pre-recruitment training and in-work progression support.

**Lead area:** Education and Skills

**Relevant council committee:** Economy and Skills

**Relevant One City Board:** Economy and Skills

#### Action:

Build employment support into adult's support planning process to increase the number of adults with learning disabilities or autism who receive a service from us going into employment.

**Lead area:** Adult Social Care

**Relevant council committee:** Adult Social Care

**Relevant One City Board:** Health and Wellbeing

### Performance metrics for this priority:

- Reduce the percentage of young people of academic age, 16 to 17 years old, who are not in employment, education or training (NEET) or destination unknown
- Increase the number of participants with learning difficulties and autism receiving employment support through the WE Work for Everyone\* programme
- Increase the number of adults in low pay work and receiving benefits accessing in-work support
- Increase experience of work opportunities for priority groups
- Increase the amount of Bristol City Council Apprenticeship Levy\* spent

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



ES3

## Good growth

**Our Corporate Strategy vision:** Lead partners in developing skills and routes into employment that tackle structural inequality. Plan for how the economy will change in the future and support people to access good jobs whatever their formal level of qualification. This applies whether people are starting out, re-entering or migrating into the job market, or changing roles and needing new skills.



**Building blocks:** Development and Delivery   Environmental Sustainability   Equality and Inclusion  
Resilience   World Class Employment

## Actions for ES3: Good Growth

### Action:

Develop a refreshed inward investment offer and marketing for the city, built on agreed strategic priorities and growth sectors. This will link closely to the work of Invest in Bristol and Bath.

**Lead area:** Economy of Place

**Relevant council committee:** Economy and Skills

**Relevant One City Board:** Economy and Skills

### Action:

Shape investment in the city to support the creative industries and cultural activity, including integrating teams to help better identify opportunities for increased cultural participation within regeneration programmes.

**Lead area:** Economy of Place

**Relevant council committee:** Economy and Skills

**Relevant One City Board:** Economy and Skills

### Action:

Continue to deliver an enterprise and business support programme. This activity will include:

- working with community partners to target underrepresented groups\* and deprived areas
- integrating our delivery with the West of England Combined Authority's Growth Hub\* and wider activity
- delivering an enterprise and skills co-location hub to support the food and hospitality sector

**Lead area:** Economy of Place

**Relevant council committee:** Economy and Skills

**Relevant One City Board:** Economy and Skills



### Performance metrics for this priority:

- Track the number of entrepreneurs or businesses supported who are from disadvantaged neighbourhoods citywide
- Increase the level of Social Value\* generated from procurement and other council expenditure

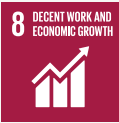
Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



ES4

# Childcare

**Our Corporate Strategy vision:** Help parents and carers to access and stay in employment and/or education by developing a city-wide approach to increasing the availability of quality, affordable, community and workplace-based childcare.



**Building blocks:** Equality and Inclusion World Class Employment

## Actions for ES4: Childcare

**Action:**

Work with childcare providers to ensure sufficient places are available to deliver the expanded Early Years Entitlement for all eligible children (expanding to 9-month-olds and above from September 2024).

**Lead area:** Education and Skills

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

**Action:**

Continue to deliver a sustainable model for Bristol’s 12 maintained nursery schools to ensure high quality provision is available for children and families in the highest areas of deprivation, and with the greatest level of need.

**Lead area:** Education and Skills

**Relevant council committee:** Children and Young People

**Relevant One City Board:** Children and Young People

## Performance metrics for this priority:

- Increase the take-up of free early educational entitlement by eligible 2-year olds

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

ES5

## Digital Inclusion

**Our Corporate Strategy vision:** Work with partners to tackle digital poverty, helping make sure citizens and voluntary, community and social enterprise (VCSE) organisations have the equipment, internet access, skills and knowledge they need to access online opportunities effectively and safely.



**Building blocks:** Equality and Inclusion

### Actions for ES5: Digital Inclusion

#### Action:

Address digital inclusion and digital poverty by:

- completing the distribution of all remaining council recycled laptops to digitally poor households
- secure additional digital devices for further distribution
- provide free data and digital skills courses across the city

**Lead area:** Education and Skills

**Relevant council committee:** Economy and Skills

**Relevant One City Board:** Economy and Skills

#### Action:

Improve digital connectivity across the city by using planning controls to ensure all new housing developments in the city are connected to broadband infrastructure, including council-owned duct and fibre.

**Lead area:** Management of Place

**Relevant council committee:** Economy and Skills

**Relevant One City Board:** Economy and Skills

#### Performance metrics for this priority:

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

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



## City Outcome indicators for Economy and Skills theme

- Track the out-of-work benefits claimant rate
- Number of adults aged 19 and over who progress from all employment support activities into employment or better
- Improve the overall employment rate of the working age population
- Increase the percentage of people living in deprived areas who have access to the internet at home (QoL)
- Percentage of 3 and 4-year-olds in funded early education with Good or Outstanding providers
- Percentage of children living in poverty\* (low-income families)
- Increase the number of organisations headquartered in Bristol which are Living Wage accredited

## Theme 3: Environment and sustainability

Decarbonise the city, support the recovery of nature and lead a just transition to a low-carbon future.

**Bristol is committed to becoming carbon neutral, climate resilient and better for nature by 2030. To achieve this, we need to radically rethink how we live, work and invest in the city. We need to prepare for the changing climate, which is having impacts on health, livelihoods, food security, raw materials, water supply and economic growth.**

As we work with partners to decarbonise Bristol and create a more circular economy, we must recognise that we cannot uniformly pass costs on to citizens. The transition to a low-carbon city needs meaningful national investment and support from the government and investors. The whole city system needs to take on the challenge and responsibility to act, from making the big changes in industries to providing decent employment that enables more people to do their bit. The Bristol City Leap\* partnership will play a leading role by providing a 20-year investment plan to help decarbonise the city through a unique public-private partnership structure, leading to £771 million investment in clean energy, 1,000 new jobs and the cutting of 150,000 tonnes worth of emissions. We need similar urgency and collaboration when tackling the ecological emergency facing the city.



Working alongside partners, we must transform the way we manage our city and the surrounding countryside if we're to halt and reverse declines in wildlife and restore a healthy natural environment for people and wildlife. As we plan for the future and update old infrastructure, we will balance environmental and ecological needs with social and economic ones. These are not necessarily in competition with each other. By working together with partners and citizens, we can create places that are fit for a low-carbon, nature-friendly future while offering a better quality of life.



ENV1

## Carbon neutral

**Our Corporate Strategy vision:** Drive the delivery of the One City Climate Strategy and aim for the city to be carbon neutral for all emissions by 2030. Work to secure major external investment, including £1bn through the City Leap programme. Bring everyone with us in our just transition\* to a low-carbon future.



**Building blocks:** Environmental Sustainability Resilience

### Actions for ENV1: Carbon neutral

#### Action:

Co-ordinate implementation of our climate Action Plan to reduce the council's and the city's carbon dioxide emissions. This includes developing a City Climate Investment Plan\* to attract investment.

**Lead area:** Economy of Place

**Relevant council committee:** Environment and Sustainability

**Relevant One City Board:** Environment and Sustainability

#### Action:

Support the delivery of the City Leap Plan five-year £500m investment plan, that includes:

- decarbonising the council's property, including social housing
- developing large scale renewable energy infrastructure (e.g. wind turbines)
- expanding and connecting the city's heat network
- delivering new Electric Vehicle infrastructure.

**Lead area:** Economy of Place

**Relevant council committee:** Environment and Sustainability

**Relevant One City Board:** Environment and Sustainability

#### Performance metrics for this priority:

- Reduce the council's direct carbon dioxide equivalent emissions (in tonnes)

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



ENV2

## Ecological recovery

**Our Corporate Strategy vision:** Drive delivery of the One City Ecological Emergency Strategy and the council’s own action plan. Increase space for nature, reduce the use of pesticides, make waterways cleaner and reduce everyone’s use of products that undermine the health of wildlife and wider ecosystems. Double the city’s tree canopy\* by 2045.



**Building blocks:** Environmental Sustainability Resilience

### Actions for ENV2: Ecological recovery

#### Action:

To support the delivery of the council’s Ecological Emergency Action Plan, we will work to increase the amount of council land being managed for nature and will establish an approach to implementing Biodiversity Net Gain\*.

**Lead area:** Economy of Place

**Relevant council committee:** Environment and Sustainability

**Relevant One City Board:** Environment and Sustainability

#### Action:

Implement a plan to address and manage the risks associated with the 10,000+ trees impacted by Ash Die Back\*.

**Lead area:** Management of Place

**Relevant council committee:** Public Health and Communities

**Relevant One City Board:** Environment and Sustainability

#### Performance metrics for this priority:

- Reduce Bristol City Council’s use of pesticides
- Increase the percentage of council land managed for the benefit of wildlife

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

## ENV3

## A cleaner, low-waste city

**Our Corporate Strategy vision:** Drive delivery of the One City Ecological Emergency Strategy and the council's own action plan. Increase space for nature, reduce the use of pesticides, make waterways cleaner and reduce everyone's use of products that undermine the health of wildlife and wider ecosystems. Double the city's tree canopy\* by 2045.



**Building blocks:** Environmental Sustainability

### Actions for ENV3: A cleaner, low-waste city

#### Action:

Develop a revised Waste Strategy to support the city's ambition of becoming climate neutral and resilient by 2030. The strategy will guide our work with Bristol Waste Company to reduce waste, increase recycling and address issues including fly-tipping across the city.

**Lead area:** Property, Assets and Infrastructure

**Relevant council committee:** Environment and Sustainability

**Relevant One City Board:** Environment and Sustainability

#### Action:

Develop a set of deliverable options and a project plan for the relocation of the city's waste transition centre on Albert Road.

**Lead area:** Property, Assets and Infrastructure

**Relevant council committee:** Environment and Sustainability

**Relevant One City Board:** Environment and Sustainability

#### Performance metrics for this priority:

- Increase the percentage of household waste sent for reuse, recycling and composting
- Reduce the residual untreated waste sent to landfill (per household)
- Reduce total household waste
- Reduce the number of incidents of fly-tipping that are reported and removed

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

ENV4

## Climate resilience

**Our Corporate Strategy vision:** Minimise our contribution to future shocks and stresses, invest in infrastructure and systems that cool the city and help us adapt to the effects of climate change. Do this in ways that provide inclusive, sustainable economic growth.



**Building blocks:** Environmental Sustainability Resilience

### Actions for ENV4:

#### Action:

Progress towards a full business case for the Bristol and Avon Flood Strategy to secure funding for major flood risk management infrastructure, alongside delivery of other flood defence projects in St Jude's and Avonmouth.

**Lead area:** Economy of Place

**Relevant council committee:** Economy and Skills

**Relevant One City Board:** Economy and Skills

#### Action:

Using the Keep Bristol Cool Framework\*, we will deliver actions which help protect people and places from the risks of increased heatwaves within the city.

**Lead area:** Economy of Place

**Relevant council committee:** Environment and Sustainability

**Relevant One City Board:** Environment and Sustainability

### Performance metrics for this priority:

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



ENV5

## Global leadership

**Our Corporate Strategy vision:** Show global leadership in delivering the UN Sustainable Development Goals at a local level and developing best practice across international networks. Work with partners to advocate for a greater voice for cities within national and international decision-making, including the UN, UK100, and C40.



**Building blocks:** Environmental Sustainability Equality and Inclusion Resilience

### Actions for ENV5: Global leadership

#### Action:

Continue to use Bristol's international profile to influence global agreements that impact on the city, including those relating to the climate emergency and migration.

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

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** Environment and Sustainability

#### Action:

Develop and maximise value from our international relationships, twinning links, and partnerships with foundations and city networks to open up further funding, policy and technical collaboration.

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

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** Environment and Sustainability

#### Performance metrics for this priority:

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

## City Outcome indicators for Environment and Sustainability theme

- Increase the percentage of citizens who have created space for nature (QoL)
- Reduce the total CO2 emissions in Bristol (k tonnes)
- Increase the city's tree canopy cover
- Increase the percentage of Bristol's waterways that have good water quality that supports healthy wildlife
- Improve street and environmental cleanliness (percentage meeting acceptable standard)
- Number of Bristol City Leap projects approved for delivery on the Council's estate



## Theme 4: Health, care and wellbeing

Tackling health inequalities to help people stay healthier and happier throughout their lives.

Income, housing conditions, diet, education and schooling, and workplace conditions all impact our health and wellbeing. There is clear evidence that social and economic inequalities lead to poorer health outcomes that result in lower levels of wellbeing and more ill-health along with challenges for carers. We will take a population health approach to tackling health inequalities, focusing on preventative and early intervention approaches that are person-centred and rooted in communities. This includes taking a 'Health in All Policies' approach, meaning that whenever we develop a new policy, we consider how we can proactively benefit people's health and wellbeing.

During the pandemic, the city came together to deal with COVID-19, which improved partnership working across the city. We will continue to build on these partnerships to raise living standards and health outcomes for all, ensuring equity for the most deprived in the city as we continue to work with partners to develop and embed our Integrated Care System, and champion health

promotion and prevention to prepare for the health and social care challenges of the future.

Adult social care continues to face significant demand and resource challenges in meeting care and support needs, with a 3.7 per cent increase in long term care and support service users in the last year contributing to a 10.7 per cent increase in costs. This relates both to the impact on providers from rising costs as well as significant inflationary and workforce pressures. Cost pressures include increased numbers and cost of young people transitioning from children to adult services. We will continue to boost usage of technology enabled care\*, increasing social housing for people with care and support needs.

We are continuing to take necessary steps to review our adult social care budget through a service transformation programme to improve service delivery and help create a more sustainable financial position so that the services we provide are fair, affordable and represent good value.





HCW1

## Transforming care

**Our Corporate Strategy vision:** Show global leadership in delivering the UN Sustainable Development Goals at a local level and developing best practice across international networks. Work with partners to advocate for a greater voice for cities within national and international decision making, including the UN, UK100 and C40.



**Building blocks:** Development and Delivery Equality and Inclusion Resilience World Class Employment

## Actions for HCW1: Transforming care

### Action:

Continue the implementation of a single framework for commissioning adult social care, which ensures people with care and support needs can access personalised support which meets their requirements and enables them to live independently.

**Lead area:** Adult Social Care

**Relevant council committee:** Adult Social Care

**Relevant One City Board:** Health and Wellbeing

### Action:

Play a key role in delivering the Bristol North Somerset and South Gloucestershire (BNSSG) Integrated Care System\*, by developing closer working with health partners to reduce health inequalities and join up health and care provision through the delivery of Transfer of Care Hubs\*

**Lead area:** Adult Social Care

**Relevant council committee:** Adult Social Care

**Relevant One City Board:** Health and Wellbeing

### Action:

Continue to make improvements against the new Care Quality Commission (CQC) Assurance Framework\*, particularly focussing on:

- learning from the Local Government Association peer review
- reducing waiting times for Care Act Assessments\*
- refreshing our CQC self-assessment

**Lead area:** Adult Social Care

**Relevant council committee:** Adult Social Care

**Relevant One City Board:** Health and Wellbeing

**Performance metrics for this priority:**

- Reduce the percentage of contacts to Adult Social Care (aged 18-64) starting Tier 3\* services
- Reduce the percentage of contacts to Adult Social Care (aged 65+) starting Tier 3 services
- Reduce the number of service users (aged 18-64) in Tier 3 (long term care) [Snapshot]
- Reduce the number of service users (aged 65+) in Tier 3 (long term care) [Snapshot]
- Increase the percentage of service users (aged 18-64) receiving Tier 3 (long term care) at home or tenancy [snapshot]
- Increase the percentage of service users (aged 65+) receiving Tier 3 (long term care) at home or tenancy [snapshot]
- Increase the percentage of BCC regulated CQC Care Service providers where provision is rated 'Good or Better'
- Improve the average waiting time for an initial Care Act Assessment\*

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

HCW2

## Mental health and wellbeing

**Our Corporate Strategy vision:** Alongside partners, increase mental health support and training to help tackle the causes of poor mental health and wellbeing such as adverse childhood experiences and trauma. Co-develop community and cultural assets that reduce inequalities and help build resilience. Make sure there is better integration across local mental health systems, with improved services and outcomes.



**Building blocks:** Equality and Inclusion Resilience

### Actions for HCW2: Mental health and wellbeing

#### Action:

Deliver the priority actions contained within the Bristol Health and Wellbeing Strategy, including:

- providing evidence-based parenting support via Family Hubs
- improving rates of physical activity in the 30 per cent most deprived wards in Bristol
- supporting mental health awareness within the workplace and the night-time economy.

**Lead area:** Communities and Public Health

**Relevant council committee:** Public Health and Communities

**Relevant One City Board:** Health and Wellbeing

#### Action:

Work with our commissioned delivery partner to produce and deliver healthy weight programmes alongside community leaders and residents, with a focus on social connection and mental health as well as eating and physical activity.

**Lead area:** Communities and Public Health

**Relevant council committee:** Public Health and Communities

**Relevant One City Board:** Health and Wellbeing

#### Action:

Increase access to sport and physical activity, focussing on interventions in areas where there are persistently low levels of participation. This work will be underpinned by the delivery of a new Playing Pitch Strategy and improvements to sports facilities across the city.

**Lead area:** Communities and Public Health

**Relevant council committee:** Public Health and Communities

**Relevant One City Board:** Health and Wellbeing

### Performance metrics for this priority

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.





HCW3

## Poverty

**Our Corporate Strategy vision:** Tackle the root causes of poverty, reducing the impact of social and economic disadvantage on the health of different groups of people. Take action to help 10,000 households in Bristol suffering food insecurity, including access to culturally diverse, nutritional food and building on the success of Gold Sustainable Food City.



**Building blocks:** Development and Delivery Equality and Inclusion Resilience World Class Employment

## Actions for HCW3: Poverty

### Action:

Build on the city's response to COVID-19 and the cost-of-living crisis, work with partners to develop our One City, Many Communities approach\* that will support people to get involved in their communities and help those communities be better prepared for future emergencies.

**Lead area:** Communities and Public Health

**Relevant council committee:** Public Health and Communities

**Relevant One City Board:** Health and Wellbeing

### Action:

Continue to implement the Damp and Mould Action Plan which sets out our approach to dealing with damp and mould in the council's housing stock. This includes reviewing our policy and approach to adjust to a new national quality standard for social housing.

**Lead area:** Housing and Landlord Services

**Relevant council committee:** Homes and Housing Delivery

**Relevant One City Board:** Homes and Communities

### Action:

Progress key actions within the Food Equality Action Plan 2023-26, including working through the Shaping Places for Healthier Lives programme\* to deliver innovative ways of addressing food insecurity in Knowle West, Lawrence Hill and Lawrence Weston.

**Lead area:** Communities and Public Health

**Relevant council committee:** Public Health and Communities

**Relevant One City Board:** Health and Wellbeing

### Performance metrics for this priority:

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

### City Outcome indicators for Health, Care and Wellbeing theme

- Increase the percentage of adult social care service users who feel that they have control over their daily life
- Reduce the percentage of households which have experienced moderate or worse food insecurity (QoL)
- Percentage of households in the most deprived areas using a food bank or charity in the last year (QoL)
- Reduce percentage of people in the 10 per cent most deprived areas of Bristol reporting poor mental wellbeing (QoL)
- Prevent increase in life expectancy gap between men living in deprived and wealthy areas of Bristol
- Prevent increase in life expectancy gap between women living in deprived and wealthy areas of Bristol
- Reduce the Suicide Rate per 100,000 population

## Theme 5: Homes and communities

Healthy, resilient, and inclusive neighbourhoods with fair access to decent, affordable homes.

**Having a stable home and community to belong to are key to feeling positively connected to others and the city. We want everyone to be able to experience a community that is safe and healthy, helps them to be an engaged citizen, and to lead a meaningful social and cultural life. However, Bristol's appeal as a desirable place to live and work also brings significant challenges, particularly in relation to housing costs and availability, making the city unaffordable and hard to access for many. We know there are large and growing disparities and inequalities in fair access to a decent home for many people in Bristol.**

We have put housing at the heart of what we want to invest in and deliver. Our 'Project 1,000' Housing Delivery Plan is our ambitious expression of that. In 2023 we published the Bristol Living Rent Commission\* report which looked at affordability, access and discrimination in Bristol's Private Rental Sector (PRS) and made recommendations aimed at improving the PRS in Bristol. As a council we have committed to taking forward its recommendations.

As a social housing landlord, we own and manage around 28,500 homes in the city. In 2023, we held 'The Big Housing Conversation: Investing in Council Homes'. This was a conversation with our tenants for them to tell us about their priorities for future investment in housing in Bristol. Overwhelmingly the priorities were delivering new homes; investing more in the current stock; and

energy efficiency and carbon retrofitting.

We know the pandemic and cost of living crisis have further highlighted and reinforced existing inequalities. Areas of high deprivation may also be more polluted, have less green and healthy space, or reduced access to other areas of the city for work opportunities and social activities.

It isn't just building homes that's important: it's how they and their supporting infrastructure, jobs and community spaces are created. It's also where they are built, as prioritising brownfield locations in active travel\* areas will reduce the carbon price the planet pays.

The city is also rebuilding its thriving cultural and creative sector, so everyone has an equal chance to participate, to enjoy cultural assets, and to understand the history that has shaped Bristol to become the city it is today. We will seek to support grassroots and professional sports clubs to increase the level of resident participation in sport and physical activity in their everyday lives. Our parks programme will also help shape the future of Bristol's parks and green spaces by providing healthy outdoor spaces for all residents to enjoy across the city. Through our Quality of Life survey, we know residents also want to feel safe in their communities. We will continue to take a zero-tolerance approach to abuse, or crime based on sex, disability, gender reassignment, race, age, religion, or sexuality.



HC1

## Housing supply

Our Corporate Strategy vision: Ensure the affordability, availability, diversity and sustainability of housing for all. This includes accelerating home-building in the city to at least 2,000 homes each year, with at least 1,000 affordable, by 2024. Build and retain new social housing; review the system for allocating social housing; provide more supported and extra-care housing for those who need it; pursue a 'living rent' in the city; and ensure there are strong long-term plans for the council's own housing stock and the use of land in the city.



**Building blocks:** Equality and Inclusion Resilience

### Actions for HC1:

#### Action:

Refresh the 'Project 1000' Housing Delivery Plan to continue delivering new and affordable homes across the city. The plan will focus on:

- an increase in direct delivery of council homes over the next 5 years
- achieving cost effective and high-quality builds through Modern Methods of Construction\*
- working collaboratively to support community-led housing delivery on selected council land
- delivering on our Supported Housing Delivery Plan
- implementing our small sites strategy.

**Lead area:** Housing and Landlord Services

**Relevant council committee:** Homes and Housing Delivery

**Relevant One City Board:** Homes and Communities

#### Action:

Implement investment priorities for the council's housing stock to ensure effective compliance with new regulation and the Building Safety Act. Key priorities for investment include building safety, repairs, improving void turnaround\*, and improving tenant engagement.

**Lead area:** Housing and Landlord Services

**Relevant council committee:** Homes and Housing Delivery

**Relevant One City Board:** Homes and Communities



**Action:**

Complete a Private Renters Strategy to support delivery of the recommendations of the Living Rent Commission. Part of its delivery includes the introduction of a city-wide property licencing scheme for multiple occupied tenancies, and selective licencing in three wards of the city.

**Lead area:** Housing and Landlord Services

**Relevant council committee:** Homes and Housing Delivery

**Relevant One City Board:** Homes and Communities

**Performance metrics for this priority**

- Increase the number of private sector dwellings returned into occupation
- Reduce average relet times (all residential properties)
- Increase the percentage of major planning applications processed within 13 weeks or as agreed
- Reduce empty council houses as a percentage of total stock

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



HC2

## Low and zero carbon homes

Our Corporate Strategy vision: Work to decarbonise housing while improving warmth and benefitting people's health. This includes building innovative, low or zero carbon homes; retrofitting existing housing stock; promoting schemes for private homeowners and exploring innovative financing and modern methods of construction\*.



**Environmental Sustainability** **Resilience**

### Actions for HC2: Low and zero carbon homes

#### Action:

Use Innovate UK\* funding to work with three communities to plan the climate action that they want in their neighbourhoods and how to secure money to take these actions forward. This could include improving the energy efficiency of homes or generating more renewable energy locally.

**Lead area:** Economy of Place

**Relevant council committee:** Environment and Sustainability

**Relevant One City Board:** Environment and Sustainability

#### Action:

Contribute to reducing our carbon footprint by increasing the number of council homes at EPC\* Band C, working with Bristol City Leap to upgrade our housing stock. This will help address fuel poverty and improve quality of life and wellbeing.

**Lead area:** Housing and Landlord Services

**Relevant council committee:** Environment and Sustainability

**Relevant One City Board:** Environment and Sustainability

#### Performance metrics for this priority:

- Reduce the number of Council homes with an Energy Performance Certificate (EPC)\* rating of D or lower
- Reduce the number of council house repairs still outstanding outside of target completion time

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

HC3

## Homelessness

**Our Corporate Strategy vision:** Reduce and prevent homelessness and rough sleeping, tackling underlying causes. Reduce the number of households in temporary accommodation. Where people have high or complex needs, take a ‘Housing First’ approach to provide stable accommodation at the start of providing wider support. Help prevent homelessness by building and retaining social housing, supporting good mental and physical health, developing employment and skills opportunities, taking ethical approaches to debt collection and responding to the diverse needs of different people.



**Building blocks:** Development and Delivery Equality and Inclusion World Class Employment

### Actions for HC3: Homelessness

#### Action:

Develop and deliver a refreshed Homelessness and Rough Sleeping Strategy which will set out the council’s long-term approach to preventing and relieving homelessness and rough sleeping in the city.

**Lead area:** Housing and Landlord Services

**Relevant council committee:** Homes and Housing Delivery

**Relevant One City Board:** Homes and Communities

#### Action:

Continue to address the rising cost of temporary accommodation (TA) to the council and city by investing in council-owned TA and working with Registered Providers\* to increase the supply of high-quality supported accommodation.

**Lead area:** Housing and Landlord Services

**Relevant council committee:** Homes and Housing Delivery

**Relevant One City Board:** Homes and Communities

#### Action:

As part of the wider work around tackling domestic abuse and sexual violence, we will continue to deliver the Domestic Abuse Safe Accommodation Strategy to ensure victims are able to access safe and appropriate accommodation and support services.

**Lead area:** Communities and Public Health

**Relevant council committee:** Public Health and Communities

**Relevant One City Board:** Health and Wellbeing

**Performance metrics for this priority:**

- Reduce the number of people sleeping rough on a single night in Bristol – Bristol City Council quarterly count
- Increase the number of households where homelessness is prevented
- Reduce the number of households in temporary accommodation
- Number of households moved on into settled accommodation

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.





HC4

## Disability

Our Corporate Strategy vision: Create improved approaches, founded upon Disability Equality, to enable and support Disabled people throughout their lives. These will be co-produced with Disabled people, including children and young people with special educational needs, and city partners.



**Building blocks:** Development and Delivery Equality and Inclusion

### Actions for HC4: Disability

#### Action:

Support more disabled young people and adults to achieve paid employment through an employment, education and training offer, including delivery of:

- SEND Pathways to Independence\* programme
- supported internships
- phase 2 of the We Work for Everyone\* programme.

**Lead area:** Education and Skills

**Relevant council committee:** Employment and Skills

**Relevant One City Board:** Employment and Skills

#### Action:

Continue to expand independent living for disabled residents within our social and council housing by awarding new contracts for the installation of home aids and adaptations.

**Lead area:** Housing and Landlord Services

**Relevant council committee:** Adult Social Care

**Relevant One City Board:** Health and Wellbeing

#### Action:

Implement the Learning Disability and Autism (LD&A) Commissioning Programme to create an increased supply of community-based support and accommodation, prepare for changes in demand and create smoother transitions between children's and adult's services.

**Lead area:** Adult Social Care

**Relevant council committee:** Adult Social Care

**Relevant One City Board:** Health and Wellbeing

### Performance metrics for this priority:

- Increase the number of people enabled to live independently through home adaptations

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

HC5

## Community participation

**Our Corporate Strategy vision:** Make sure that more people can actively participate in their community and in the life of the city. Work to make neighbourhoods safer and more accessible, with good local amenities and strong cultural and social networks. Build the power of individuals, communities and partners to play a greater role in managing social, cultural and community assets. Enable and encourage civic, political and democratic participation.



**Building blocks:** Development and Delivery Equality and Inclusion Resilience

### Actions for HC5: Community participation

#### Action:

Deliver a co-production policy for adult social care, working with partners and communities, to outline how services best engage with people who have recent personal experience of using or caring for someone who uses social care services.

**Lead area:** Adult Social Care

**Relevant council committee:** Adult Social Care

**Relevant One City Board:** Health and Wellbeing

#### Action:

Work with health and care partners across the city to make it easier for people to access health interventions in their communities. This includes working with partners to explore a new information, advice and guidance digital platform to support health and wellbeing outcomes across the BNSSG area.

**Lead area:** Adult Social Care

**Relevant council committee:** Adult Social Care

**Relevant One City Board:** Health and Wellbeing

#### Action:

Use additional resource to improve the way the council oversees and makes decisions about the range of services for refugees and asylum seekers in the city, leading to a more sustainable and well-run set of services.

**Lead area:** Adult Social Care

**Relevant council committee:** Adult Social Care

**Relevant One City Board:** Health and Wellbeing

### Performance metrics for this priority:

- Maintain the levels of engagement with community development work
- Increase the number of visitors to Bristol Museums, Galleries and Archives
- Increase the numbers of citizens participating in community clear-ups per quarter
- Improve the ratio of consultation response rate for the most and least deprived 20 percent of Bristol citizens

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

### City Outcome indicators for Homes and Communities theme

- Increase the percentage of respondents who volunteer or help out in their community at least 3 times a year (QoL)
- Track the number of Anti-Social Behaviour incidents reported
- Reduce the percentage of people whose day-to-day life is affected by fear of crime (QoL)
- Increase the number of new homes delivered in Bristol
- Increase the percentage of people who take part in cultural activities at least once a month (QoL)
- Increase the number of affordable homes delivered in Bristol
- Increase the total number of starts-on-site of affordable homes to be delivered in Bristol

## Theme 6: Transport and connectivity

A more efficient, sustainable, and inclusive connection of people to people, people to jobs and people to opportunity.

We know that congestion, and its effect on air quality, is a major issue in Bristol and has harmful impacts on people's health and on our inclusive economic growth. Inequality across the city exists in part due to the historic lack of good quality transport options available to connect citizens reliably and affordably to services, jobs, and to each other. People living in the city's more deprived areas often encounter worse air pollution, a higher proportion of traffic injuries, and live closer to major roads which cut across their communities.

We have made progress in recent years including a rise in levels of public transport use in Bristol when other cities across the UK experienced a decline. However, there is still more to do. Alongside our regional partners and the West of England Combined Authority, we want to deliver an improved, sustainable and resilient transport network. This will support Bristol's vibrant independent local centres and neighbourhoods, connecting people to an attractive and thriving city centre. To do this, our city needs to continue the transition to using sustainable modes of transport, such as walking, cycling and public



transport. Adapting key routes will help us meet this challenge head on, as will continuing to improve the city's bus rapid transit scheme.

Our ambition is for Bristol to be a city of sustainable communities; a city that combines housing, employment, retail, education, training and leisure functions, all linked by a strong public transport network. We know that both major infrastructure and changes in behaviour take time, but over the next year we will continue to make progress towards becoming a better-connected city that enables people to move around efficiently and sustainably.





TC1

## Connectivity

**Our Corporate Strategy vision:** Improve physical and geographical connectivity to help include more people socially, educationally and economically. Drive progress on delivery of mass transit, tackle congestion and expand active travel infrastructure. Work in close partnership with the West of England Combined Authority to ensure progress on accessible public transport infrastructure, including additional Park and Ride facilities and pressing for mainline electrification.



**Building blocks:** Environmental Sustainability Equality and Inclusion Resilience

### Actions for TC1: Connectivity

#### Action:

Continue to improve connectivity across the city with planned transport projects\*. This will include mitigating the impacts of major housing schemes in the city such as Hengrove Park, Lockleaze and Bedminster Green.

**Lead area:** Economy of Place

**Relevant council committee:** Transport and Connectivity

**Relevant One City Board:** Transport

#### Action:

Work with the West of England Combined Authority and central government to develop and seek approval for business cases for strategic corridor projects. Projects include the A4 Bristol to Bath, A4 Portway, A38 South, M32, Long Ashton and the city centre.

**Lead area:** Economy of Place

**Relevant council committee:** Transport and Connectivity

**Relevant One City Board:** Transport

### Performance metrics for this priority

- Increase the distance delivered of cycle paths physically segregated from traffic and pedestrians

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

TC2

## Improved bus services

**Our Corporate Strategy vision:** Enable inclusion through better bus services. Work with partners to double frequency, improve safety and reliability, offer free travel to young people, move to a zero-emission bus fleet and increase the number of routes so more places are served.



**Building blocks:** Environmental Sustainability Equality and Inclusion Resilience

### Actions for TC2: Improved bus services

#### Action:

Progress delivery of transport mitigations - such as traffic signal upgrades - around the site of the new YTL arena to prepare for its future opening and to reduce the impact of the site on local and regional road networks.

**Lead area:** Economy of Place

**Relevant council committee:** Transport and Connectivity

**Relevant One City Board:** Transport

#### Action:

Work with the Combined Authority and neighbouring local authorities to deliver improvements to the city's bus network, including progress on the Bus Deal No.2 Route (A37/A4018), and continue to seek progress on the case for a mass transit system.

**Lead area:** Economy of Place

**Relevant council committee:** Transport and Connectivity

**Relevant One City Board:** Transport

#### Performance metrics for this priority:

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

TC3

## Safe and active travel

**Our Corporate Strategy vision:** Support people to make positive changes in their travel behaviour so they can reduce car journeys, use cleaner vehicles and safely enjoy the health benefits of more active travel (such as walking and cycling) and cleaner air. Adapt transport infrastructure – such as increasing electric vehicle charging points – to support this change.



**Building blocks:** Environmental Sustainability Equality and Inclusion

### Actions for TC3: Safe and active travel

#### Action:

Continue to use income generated from the Clean Air Zone to fund access to sustainable travel options for residents and businesses, especially those accessing regeneration areas within the city.

**Lead area:** Economy of Place

**Relevant council committee:** Transport and Connectivity

**Relevant One City Board:** Transport

#### Action:

Run the trial scheme for East Bristol Liveable neighbourhood following consultation and develop a business case for the South Bristol Liveable Neighbourhood.

**Lead area:** Economy of Place

**Relevant council committee:** Transport and Connectivity

**Relevant One City Board:** Transport

#### Action:

Improve the accessible rights of way network to increase access to the city's green spaces.

**Lead area:** Management of Place

**Relevant council committee:** Transport and Connectivity

**Relevant One City Board:** Transport

### Performance metrics for this priority:

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

TC4

## Physical infrastructure

**Our Corporate Strategy vision:** Plan, prioritise and begin a refreshed and long-term (25-year+) programme of maintenance, repair, and renewal of the city's infrastructure, such as roads and bridges. This will help make sure that the city is safer, more climate-resilient, nature-friendly, and able to grow its economy in an inclusive and sustainable way.



**Building blocks:** Environmental Sustainability Equality and Inclusion Resilience

### Actions for TC4: Physical infrastructure

#### Action:

Continue delivery of major structural and safety improvements to the city's transport infrastructure. This will include:

- delivery of the New Cut Bridges and Walls programme
- completion of Kingweston Lane Footbridge refurbishment
- Phase 1 assessment of Cumberland Road stabilisation

**Lead area:** Management of Place

**Relevant council committee:** Transport and Connectivity

**Relevant One City Board:** Transport

#### Action:

Ongoing implementation of recommendations from the Harbour Review, including an improved governance arrangement for the harbour and delivery of planned and responsive repairs to its infrastructure and assets.

**Lead area:** Management of Place

**Relevant council committee:** Economy and Skills

**Relevant One City Board:** Economy and Skills

### Performance metrics for this priority:

- Reduce the percentage of principal roads where maintenance should be considered
- Improve satisfaction with the condition of road surfaces (National Highways & Transport Satisfaction Survey)
- Reduce the percentage of bridges where unprogrammed maintenance should be considered

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



## City Outcome indicators for Transport and Connectivity theme

- Reduce the proportion of deaths attributed to particulate air pollution
- Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL)
- Increase the number of people travelling actively to work by walking and cycling (QoL)
- Increase the percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide
- Improve satisfaction with the local bus service
- Increase the number of passenger journeys on buses
- Increase the number of journeys on Park & Ride into Bristol
- Increase the number of public electric vehicle charging points
- Road Safety: reduce the number of people killed or seriously injured in road traffic incidents

## Theme 7: Effective development organisation

From city government to city governance: creating a focused council that empowers individuals, communities and partners to flourish and lead.

**Being an effective development organisation means making substantial changes to our ways of working. In recent years, we have worked hard to get a stronger grip on our governance and to improve our approach to equality and inclusion.**

We have made good progress, but several challenges remain. The council is larger than most of its counterparts and it is not always more efficient or effective. We need work towards an organisation which is the right size, shape and scale to meet the city's future needs, streamline processes and target our limited resources to those most in need, given the financial pressure we face.

Our financial challenges will affect our ability to carry out all the activities we want to and may affect our ability to provide the services we want in the years to come. The process of making our

organisation smaller, and more focussed on its priorities, while improving efficiency, is at the heart of our corporate plan for the coming year.

However, throughout the pandemic we learned many lessons that we can build on going forwards. We demonstrated our ability to be adaptable, respond quickly and work in a joined-up, cohesive way for the benefit of citizens. We have strengthened our partnerships in the city and have become united more closely around common goals. We have sought to change our ways of working and embraced innovative technology at a pace we have never achieved before. We have also worked more closely and inclusively with our communities and more effectively with the voluntary, community and social enterprise sector. The council can now build further on this work as we change to a new committee model of governance from May.



EDO1

## One City

**Our Corporate Strategy vision:** Use a One City Approach to take a collective, partnership-focused approach to city leadership. Enable strong civic participation and the joining-up of activities by partners towards our common goals. Work to convene, build and exert regional, national, and international influence to advocate for the city and attract appropriate investment.



**Building blocks:** Development and Delivery   Environmental Sustainability   Equality and Inclusion  
Resilience   World Class Employment

## Actions for EDO1: One City

### Action:

Continue to host the City Office and contribute to the delivery of the One City Approach, considering how best to work alongside the system or seek its adaptation to work best with the council's new committee system. This will include contributing to refreshing the One City Plan for 2025.

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

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** One City Governance Board

### Action:

Maintain and strengthen relationships with key local, regional and national organisations to secure additional investment and support for the city's core priorities. Organisations include central government, the West of England Combined Authority, Local Government Association, Core Cities UK, Western Gateway\*, and Bristol's two universities.

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

**Relevant council committee:** Strategy and Digital

**Relevant One City Board:** One City Governance Board

## Performance metrics for this priority:

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

EDO2

## One Council

**Our Corporate Strategy vision:** Make it easier to get things done as ‘One Council\*’ by adopting more consistent standardised and well communicated procedures and processes, with corporate support services that are the right size for the needs of the organisation.



**Building blocks:** Development and Delivery

### Actions for EDO2: One Council

#### Action:

Review and deliver our Health, Safety and Wellbeing Strategy which will refresh the council’s strategic approach to managing injury and loss risk, promoting a healthy workforce and protecting all who are affected by council services.

**Lead area:** Workforce and Change

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** One City Governance Board

#### Action:

Complete delivery of the council’s current Digital Transformation Programme to modernise the council’s use of IT and technology. Alongside this, update the council’s Digital Strategy and consider opportunities for further digital transformation, including consideration of emergent technology such as generative Artificial Intelligence\* and robotic process automation.

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

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** One City Governance Board

### Performance metrics for this priority:

- Increase the percentage of all Equality Action Plan\* actions reporting expected progress (or better)
- Maintain appropriate staff turnover

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



EDO3

## Employer of choice

**Our Corporate Strategy vision:** Live our organisational values and show leadership on equality, diversity and inclusion across the council and city, becoming a recognised employer of choice\*. Make sure we have an inclusive, high-performing, and motivated workforce that is representative of the city we serve. Support people to learn, develop in their careers and maximise their wellbeing.



**Building blocks:** Development and Delivery Equality and Inclusion World Class Employment

## Actions for EDO3: Employer of choice

### Action:

Implement a refreshed Workforce and Apprenticeship Strategy to support the council to:

- recruit and retain staff, especially where there are national shortages
- develop and train a workforce equipped for the future
- address underrepresentation among minoritised groups

**Lead area:** Workforce and Change

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** One City Governance Board

### Action:

Develop HR, and Learning and Development programmes - including leadership coaching - to support services deliver major service transformation.

**Lead area:** Workforce and Change

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** One City Governance Board

### Action:

Deliver commitments outlined in the Equity and Inclusion Policy and Strategic Framework. This includes implementing a new Equity and Inclusion governance structure within the council and transitioning to any future equivalents of the Mayor's Commissions for Women, Race Equality and Disability Equality.

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

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** One City Governance Board

**Performance metrics for this priority:**

- Reduce the race pay gap
- Reduce the gender pay gap
- Reduce the average number of working days lost to sickness (BCC)
- Increase the percentage of young people (16 to 29) in the council's workforce
- Increase the percentage of colleagues who would recommend the council as a good place to work

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



EDO4

## Data driven

**Our Corporate Strategy vision:** Improve our ethical and inclusive use of research, data, insights and information to become more data-driven and evidence-led in making decisions.



**Building blocks:** Development and Delivery Equality and Inclusion

### Actions for EDO4: Data driven

#### Action:

Continue to provide council-wide training and development on the use of data via our partnership Data Academy\* and ensure our updated approach to data and insight is well embedded across the council. This will improve areas such as evidence-based decision making, data quality and data ethics.

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

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** One City Governance Board

#### Action:

Refresh our corporate data policy and strategy, and deliver tools to support improved use of data and insight for priority areas including SEND and Education. Work across all relevant council services to improve the quality, accuracy and timeliness of our data to support more informed decision making across the organisation.

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

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** N/A

### Performance metrics for this priority:

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

EDO5

## Good governance

**Our Corporate Strategy vision:** Make sure that we are financially competent and resilient, offering good value for money. Take safe but proportionate approaches to risk, performance, project and contract management. Enable effective democratic decision making and scrutiny.



**Building blocks:** Development and Delivery Resilience

### Actions for EDO5: Good governance

#### Action:

Embed and deliver the committee system model of governance from May 2024, including:

- working with elected members to establish priorities and a clear programme of work for each policy committee
- planning and delivering a review of the committee system to inform future developments and improvements
- reviewing public engagement with the new committee model, with a focus on improving engagement with underrepresented groups\*

**Lead area:** Legal and Democratic Services

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** One City Governance Board

#### Action:

Improve the long-term sustainability and effectiveness of council services by delivering key transformation projects across the organisation. Resource will be effectively dedicated to improving the way we anticipate demand, support managers to become empowered and accountable, and deliver genuine service improvement.

**Lead area:** Workforce and Change

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** One City Governance Board

#### Action:

Improve how we manage and oversee council finances and support invest to save programmes to ensure the council delivers its priorities while achieving value for money and securing a better financial future for the council.

**Lead area:** Finance

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** One City Governance Board



### Performance metrics for this priority:

- Increase the percentage of agreed management actions implemented within agreed timelines
- Increase the percentage of invoices paid on time (date received)
- Reduce the percentage of complaints escalated from Stage 1 to Stage 2
- Increase the percentage of corporate Freedom of Information (FOI) requests responded to within 20 working days
- Percentage of agreed savings delivered
- Reduce the number of procurement breaches
- Council Tax collected in year as a percentage of collectible debit
- Non-domestic rates collected in year as a percentage of collectible debit

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

EDO6

## Estate review

**Our Corporate Strategy vision:** Review our operational estate to ensure we have the right amount and right quality of workspaces. Make sure they are carbon neutral by 2025, as well as climate resilient. Explore the potential for greater presence in neighbourhoods alongside partners.



**Building blocks:** Development and Delivery Environmental Sustainability

### Actions for EDO6: Estate review

#### Action:

Teams and services will be relocated into office space relevant to the area of Bristol they serve. This will ensure space is used more efficiently and support citizens to access services more easily.

**Lead area:** Property, Assets and Infrastructure

**Relevant council committee:** Strategy and Resources

**Relevant One City Board:** One City Governance Board

#### Performance metrics for this priority:

- Reduce the council's direct carbon dioxide equivalent emissions from buildings (tonnes)
- Reduce the council's direct carbon dioxide equivalent emissions from fleet vehicles (tonnes)

Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

#### City Outcome indicators for An Effective Development Organisation:

- Increase the satisfaction of citizens with our services (QoL)
- Increase the percentage of people who think that the council provides value for money (QoL)

# Glossary

## Introduction

**Building Blocks:** The core principles that we call our “building blocks”. These affect all our priorities and influence everything we do. They are what is most important to us, and they are chosen based on evidenced needs and our organisational values. We reflect these building blocks across our Corporate Strategy and Business Plan.

## Children and Young People

**Transitions Project:** A programme of work within the council to improve the experience of children and young people who move from Children Services to Adult Services.

**Alternative Learning Provision:** An education setting provided for pupils who cannot access mainstream schooling for reasons including exclusion or behavioural issues.

**Alternative Learning Provision Inclusion Hub:** A team within the council who arrange alternative provision for pupils who need it and provide support to schools, Alternative Learning Provision (ALP) providers and parents.

**Attainment 8:** The total score obtained by a pupil for their 8 GCSE results.

**Disadvantaged pupil:** The Department of Education defines disadvantaged pupils as any child who has been eligible for Free School Meals in the last 6 years or a child looked after by the local authority.

**Early Education Entitlement Provision:** All three and four-year-olds, and eligible disadvantaged two-year-olds, are entitled to 570 hours of government-funded early years provision a year.

**EET:** Education, Employment and Training.

**Extra-familial harm:** Risks to the welfare of children and young people that arise outside of the home or family (e.g. within the community or in peer groups), including sexual or criminal exploitation.

**Family Hubs:** A model of providing a range of family support services in one place. Services cover families with children and young people aged 0–19 years-old (0–25 years-old for SEND children and young people).

**Family Outcomes:** A set of shared outcomes for vulnerable families created locally by a range of different organisations and agencies.

**Intergenerational Equality:** The concept or idea of fairness or justice in relationships between children, youth, adults and seniors, particularly in terms of treatment and interactions.

**Local Area:** A partnership between the local authority and health partners to provide services and support to children and young people with Special Educational Needs and Disabilities (SEND).

**Safety Valve:** A programme run by central government, supported by additional funding, to assist local authorities with improving their services and support for children and young people with Special Educational Needs and Disabilities (SEND).

**Specialist exploitation service:** Specialist services help to support and safeguard children who have faced exploitation, harm and abuse.

**Systemic social work hub:** A way of supporting social workers to think about the way they understand individual’s experiences to improve their ability to make and sustain change.

**Vulnerable learner:** Any children or young people at greater risk of experiencing physical or emotional harm and/or experiencing poor outcomes because of one or more factors in their lives.

## Economy and Skills

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**Apprenticeship Levy:** A tax on employers which is used to fund apprenticeship training.

**Biodiversity Net Gain:** An approach to development, and/or land management, that aims to leave the natural environment in a measurably better state than it was beforehand.

**Children living in poverty:** A child is considered to be growing up in poverty if they live in a household whose income is below 60 per cent of the average (median) income for that year.

**Just Transition:** A just transition seeks to ensure that the substantial benefits of a moving towards a sustainable and climate neutral economy are shared widely, while also supporting those whose livelihoods may be at risk from change.

**Local Plan:** A local guide to what can be built and the future pattern of development within an area.

**Social Value:** Refers to the wider financial and non-financial value created by an organisation (such as a business) through its day-to-day activities. This could include creating new jobs for local people or investing in local communities.

**Technology Enabled Care:** The use of technology to provide health and care services to people in their own homes, or near to home, helping people to live independently and safely.

**Underrepresented groups:** Communities or individuals who have limited opportunities to be involved in something or involved in the way decisions are made.

**West of England Combined Authority Growth Hub:** The West of England Combined Authority's dedicated business support service.

**We Work for Everyone:** Bristol City Council's employment and skills programme for adults with learning disabilities or autism.

## Environment and Sustainability

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**Ash Die Back:** Ash dieback is a serious disease affecting ash trees caused by a fungus and represents a substantial threat to both the UK's forests and to amenity trees growing in parks and gardens.

**Bristol City Leap:** The City Leap Energy Partnership is a twenty-year joint venture between Bristol City Council, Ameresco and Vattenfall Heat UK which will enable the delivery of over £1 billion of investment into Bristol's energy system.

**Climate Investment Plan:** Is a detailed document outlining how a place will attract funding to deliver important changes necessary for making a place climate neutral and resilient.

**Keep Bristol Cool Framework:** A city-wide plan for managing how we will protect people, places and infrastructure from the risks caused by increased heat. The plan focusses on making the city more heat resilient and creating places where people can protect themselves from heat.

**Tree canopy cover:** Refers to the space within a place (e.g. a city) covered by trees and shrubs.

## Health, Care and Wellbeing

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**BNSSG Integrated Care System:** A collaboration of NHS, local authorities and other partners which organises health and social care in a joined-up way across Bristol, North Somerset and South Gloucestershire (BNSSG).

**Care Act Assessment:** Is the process by which the local authority decides whether a person needs care and support to help them live their day-to-day life.

**Care Quality Commission Assurance Framework:** A framework launched in April 2023 which outlines expectations for how local authority social care services should run and the standard of services and support they should offer. Local authorities are inspected against these expectations.



**One City, Many Communities:** A collaborative approach to the cost-of-living crisis which supports people most impacted by low-income, poverty and inequity and continues to build community power and community wealth for the long term.

**Shaping Places for Healthier Lives:** An initiative aimed at developing innovative, long-term system changes to improve food security and reduce health inequalities in some of the most disadvantaged communities in the region.

**Tier 3 Care:** Is long-term and intensive care and support provided for by Bristol City Council. This could include being housed in supported accommodation or residential care.

**Transfer of Care Hubs:** A mixture of different teams being situated together so that they can coordinate how best to care for someone when they are leaving hospital.

## Homes and Communities

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**Bristol Living Rent Commission:** Established by City Office to explore how a “living rent city” could be achieved. Sector experts, tenants, landlords and academics investigated the issues faced by the city, and heard testimony from other organisations, groups, and individuals with lived experience. The main aim was to explore measures to improve affordability in the Private Rented Sector, while understanding the unintended potential impacts of rent regulation, including housing availability, quality, and maintenance.

**EHCP:** An Education, Health and Care plan (EHC plan) is a legal document which describes a child or young person aged up to 25 with special educational needs, the support they need, and the outcomes they would like to achieve.

**EPC:** An Energy Performance Certificate that rates the energy efficiency and environmental impact of a property.

**Innovate UK:** The United Kingdom’s innovation agency, which provides money and support to organisations to make new products and services. It is a non-departmental public body operating at arm’s length from the Government as part of the United Kingdom Research and Innovation organisation.

**Modern Methods of Construction:** A wide term, embracing a range of offsite manufacturing and onsite techniques that provide alternatives to traditional house building.

**Registered Providers:** Any organisation providing social housing who must comply with a set of national standards to protect tenants.

**SEND Pathways to Independence:** The aim of the project is to develop and deliver a plan to address gaps in provision, improve support for families of young people with SEND, and support young adults to become independent.

**Void turnaround:** The time between a tenant moving out of a property and a new one moving in.

## Transport and Connectivity

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**Active Travel:** The movement of people or goods by using the physical activity of a person for movement.

**Liveable Neighbourhoods:** Liveable neighbourhoods are areas of a city that are improved to be people-centred and more ‘liveable’. They’re safe, healthy, inclusive, and attractive places where everyone can breathe clean air, have access to better quality green spaces and safe spaces to play, and feel a part of a community.

**Mass Transit:** A public transport system that can move lots of people across a city and wider area, can run separately to other traffic, and could be made up of several different types of transport

**Transport Projects:** A range of projects the council is involved in delivering, including road, cycling and walking.

## Effective Development Organisation

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An organisation’s ability to attract and retain the best candidates with a desirable company culture, leadership style, and employee engagement.

**Core Cities:** An alliance of 11 cities – Bristol, Belfast, Birmingham, Cardiff, Glasgow, Leeds, Liverpool, Manchester, Newcastle, Nottingham, and Sheffield. Its mission is to unlock the full potential of city regions to create a stronger, fairer economy and society.

**Data Academy:** An apprenticeship for council officers which supports them to better understand, analyse and use data in their working life.

**Employer of Choice:** An organisation’s ability to attract and retain the best candidates with a desirable company culture, leadership style, and employee engagement.

**Equality Action Plan:** A plan to eliminate discrimination, advance equality of opportunity and foster good relations in all areas of our work so that diverse people can participate, exercise voice and influence, and benefit from our work.

**Generative Artificial Intelligence:** A type of technology which can automatically generate content (such as images or data) based on previous content inputted into it.

**Invest to save:** A way in which an organisation invests money into a project so that the benefits generate financial savings in the future.

**One City Approach:** Describes the process of bringing a variety of partners together to commit to a set of shared goals for the city.

**Western Gateway:** A partnership for South Wales and Western England made up of Local Authorities, a Combined Authority, City Regions, Local Enterprise Partnerships and Governments (in Wales and Westminster).

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