



Business Plan

2022–2023



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Introduction

Welcome to Bristol City Council’s Business Plan for the financial year April 2022 – March 2023.

We have a new Corporate Strategy this year which will run from 2022–2027. It identifies our overall vision and the seven strategic themes we’ll follow to achieve it. This Business Plan sets out our priority actions for the year ahead based around these themes. 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**

Please refer to the [Corporate Strategy](#) to find out more about the background to the vision, building blocks, and themes.

This Business Plan sets out our main planned activities for April 2022 – March 2023 to achieve the vision and priorities we have set ourselves and our city. This is the first annual plan that responds to our new Corporate Strategy 2022–2027.

“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 is to play more of an enabling role in the city and work with partners to build a better Bristol that includes everyone in the city’s success. We are here to empower citizens and work with communities to help identify solutions together, enhance our joint work and reduce demand for traditional council services. We will steward the city by working in partnership with local, regional, and national organisations to support the health, economic, social, and environmental wellbeing of Bristol.

Our One City approach underpins this work. It allows us to collaborate with partners to tackle the largest problems we face as a city and embed a new model of city leadership. The One City approach is a key component of this annual plan, with different city boards being identified for each action we have put forward in this annual plan.

Our leadership, values, and behaviours will empower the city and its citizens to overcome the lasting effects of COVID-19, the continuing effects of leaving the European Union and other global uncertainty.



2021/22 a Year in review

- At the start of the last financial year we were still in lockdown and at the early stages of the government's roadmap out of lockdown.** Since then, COVID-19 regulations have been removed and from February 2022 we have entered the next stage of living with COVID-19 and our Local Outbreak Management Plan has been replaced by a Living Safely with COVID-19 Framework. The future in terms of COVID-19 remains uncertain and this framework is based on four pillars of prevent, protect, treat, and respond. Bristol's path to economic recovery is set out in One City's Economic Recovery and Renewal Strategy and Citizens' assembly recommendations.
- COVID-19, goods shortages, trade barriers, and rising energy and fuel prices have led to a rising cost of living crisis across the city.** The cost of living is expected to rise further during 2022/23 and we will support communities and citizens to navigate and overcome the worst impacts of this crisis by providing support and guidance. We will ensure the most deprived and vulnerable citizens will be safeguarded.



- 2021/22 was the first year where the UK had fully left the European Union.** There is a lot that remains uncertain in the face of our post-Brexit relationship with the world, however, we will continue to monitor the impact of Brexit on business, social care, communities, our supply chain, and the council's workforce. We'll also proactively work on post-Brexit policies areas such as immigration and post-Brexit funding.



- Community participation** has been strengthened throughout the last two years, through community engagement, consultation, and co-designing key programmes of work. Initiatives like the citizens' assembly were a successful exploration in deliberative democracy. We randomly selected 60 people from across the city with diverse experiences and perspectives, to discuss the question "*How do we recover from COVID-19 and create a better future for all in Bristol?*". Three topics were chosen: climate change and housing, transport and health and social care. The assembly made 16 recommendations that the council will assess and take forward.



- **The We Are Bristol History Commission consulted with over 14,00 people about the future of the Colston statue and the Colston plinth.** The final report was published in February and recommended that the statue should remain in a museum where people can see it and learn about history of both the statue and Bristol itself.



- **The 26th UN Climate Change Conference of the Parties (COP26) was held in 2021.** On the third anniversary of Bristol City Council becoming the first UK local authority to declare a Climate Emergency, Marvin Rees, Mayor of Bristol, attended the event where global leaders, key decision-makers and experts from around the world met for international negotiations over climate change agreements and actions. Mayor Rees raised the issue that cities and their mayors should be put front and centre of any COP26 commitments, and that national governments, international organisations, and private finance must work together to enable the scale of investment needed for decarbonisation.



- **In October we launched our new Belonging Strategy 2021–2024 for children and families.** This new strategy sets out how we will continue to work together to ensure that this is a city for all children and young people, one which young people can be proud of and a place where they and their families can thrive.



- **Providing someone with a safe, warm, and secure home is one of the biggest interventions we can make in terms of improving life chances for Bristol residents.** 2021 saw us launch Project 1000, a project board whose sole aim is to deliver 1,000 affordable homes a year by 2024.



The range of actions within this Business Plan represents an overview of the activity that colleagues across the council deliver daily. At the end of December 2021, 40 percent of the measures tracked were on or above the target set. Many indicators have continued to be impacted by the COVID-19 pandemic.

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. In this year's Business Plan, we have highlighted which actions will be contributing to achieving the SDGs. This mapping was undertaken at the target level with the specific SDG(s) identified. We have agreed with the West of England Combined Authority that the SDGs inform planning at a regional level.

For more information about the specific targets under each goal, please visit 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

The aim of our Business Plan is to show what actions we will deliver in 2022/23 to make progress against these actions.

In this plan we set out:

- priority actions that the council will deliver in 2022/23, organised by theme and priority areas
- which part of the council (or One City Plan activities) and cabinet member is responsible for each action
- links to the strategies or policies mentioned
- a bibliography of all Bristol City Council, One City and national government strategies referenced

- a glossary defining key terms used within each theme throughout the Business Plan
- how we are monitoring progress and making a difference

Each theme in the Corporate Strategy has specific priority areas. In this plan, each priority has a maximum of three priority actions allocated to it.

Within each action, we'll set out:

- the part of the council that is responsible for its delivery
- which cabinet portfolio it sits in
- SDGs linked to the action
- which One City Board the action is related to

Our Approach

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. Some actions are anticipated subject to full consideration and a decision being made by the council's cabinet further into the year.

To ensure there is ownership of the priority actions set out in the Business Plan and how these actions interlink, each theme in the Business Plan will have a nominated owner. This will be a member of the council's senior leadership team. This approach will enable us to respond to the city's priority actions as One Council and ensure cross cutting issues are effectively governed across multiple service areas.

For this Business Plan, COVID-19 renewal and recovery, **inclusion and pro-actively tackling inequality** and our Corporate Strategy building blocks has been embedded into the themes and commitments that underpin our Corporate Strategy. Our ongoing response and approach to renewal is being delivered across all areas of the council. The ongoing impact of the pandemic and its long-term effects have become an integral part of how all our services operate and how the organisation plans for 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. We still face uncertainty with COVID-19, even if we're in a very different position to where we've been in the past. This plan outlines our key priorities that will continue to transform the city so that it meets our short and long-term needs.

Our Obligations

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 as well.

We also now have a legal obligation, after a full council vote, to hold a referendum on Thursday 5 May to determine how Bristol City Council is run.

Measures of success: a new performance framework

The council has carried out a review of how corporate performance is measured, reported and managed.

Through this review we have sought to increase the use of technology, data and new digital tools to improve how we monitor and manage performance. This new way of monitoring performance reflects the new [Corporate Strategy 2022–27](#) and provides us the opportunity to create a new approach to performance.

The new performance framework, which will be published alongside the Business Plan, will monitor progress through a blend of actions and key performance indicators (KPIs) that will report quarterly and annually and will look at a range of performance measures as well as progress updates.

Performance metrics will be in two key categories: City Outcomes and Business Plan priority metrics. In addition, Business Plan actions will now also be reported against each quarter as follows:

- **City Outcomes** – These are annual indicators centred on the new 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'.

- **Business Plan priority metrics** – These will mainly be quarterly measures, centred on the new Corporate Strategy priorities, with direct data available to measure progress throughout the year. Often these are also 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 2022/23 will be published in July 2022, once we have seen and considered the final results of our performance in 2021/22. 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.

We have made a commitment to our children, set out in our 2018 [Children's Charter](#), which is aligned with the principles of the [United Nations Convention on the Rights of the Child](#).

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 must help them thrive and become actively engaged citizens who will take on the city's future vision and direction. Bristol is vibrant and thriving. However, not all children have equal experiences of living in and growing up in Bristol. We know that some communities and age groups have been impacted more by the COVID-19 pandemic. Inequalities have been amplified and 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.

In the face of the COVID-19 pandemic, many children and young people have proven to be resilient, flexible and dynamic. However, a report by the Education Endowment Foundation, indicated that a decade of progress to reduce the gap between disadvantaged and non-disadvantaged children was wiped out by the first national lockdown. We cannot afford to fail our city's greatest and most creative resource. In 2021 we launched our Belonging Strategy, aimed at reducing inequality and building inclusion so that all of our children and young people can grow up in a city where they can be nurtured, develop a confident sense of self and identity, and equitably benefit from all that Bristol has to offer.

City Outcome indicators for Children and Young People theme

- **KPI 1:** Improve the percentage of 17–18 year old care leavers in employment, education or training
- **KPI 2:** Reduce percentage of children with excess weight (10–11 year olds)
- **KPI 3:** Improve the percentage of 16–17 year olds (academic age) in employment, education or training
- **KPI 4:** Key stage 2: Increase percentage of disadvantaged pupils achieving the expected standard in reading, writing and maths
- **KPI 5:** Key stage 4: Attainment 8 – Reduce the gap between disadvantaged and non-disadvantaged pupils
- **KPI 6:** Reduce percentage of children living in poverty (low-income families)
- **KPI 7:** Increase the number of new specialist school places available
- **KPI 8:** Reduce incidents of domestic abuse involving children

CYP1

Child friendly city

Our Corporate Strategy priorities: 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:

Keep children and young people safe in all settings and promote their wellbeing by working closely with the Keeping Bristol Safe Partnership. We will do this by rolling out Trauma-Informed Practice, working with City Partners to reduce violence and building on our knowledge of what works by learning from best practice and peers.

Building blocks: Resilience

Lead area: People – Children and Families Services

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

Sustainable Development Goal(s): 3, 16

One City Board: Children and Young People

Action:

Support and welcome newly arrived children, including refugees and unaccompanied asylum seekers to our city. We will find suitable accommodation, or foster carers within the city and develop clear processes and pathways to ensure every child is safe, nurtured and has timely access to education provision.

Building blocks: Equality and Inclusion Development and Delivery

Lead area: People – Education, Learning and Skills Improvement

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

Sustainable Development Goal(s): 4, 10, 16

One City Board: Children and Young People

Action:

Increase apprenticeships across the city and within the council targeted towards children and young people in care and care leavers.

Building blocks: Equality and Inclusion Development and Delivery

Lead area: People (Children and Families Services, Education, Learning and Skills Improvement)

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

Sustainable Development Goal(s): 1, 4, 8, 10

One City Board: Children and Young People, Economy and Skills

Performance metrics for this priority:

- **KPI 1:** Percentage of audited children's social work records rated good or better
- **KPI 2:** Reduce incidents of serious violence involving children and young people
- **KPI 3:** Increase percentage of workforce trained to be trauma and adversity champions (or trained in trauma and adversity awareness)

*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 priorities: 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:

Deliver a youth zone in the south of the city which will offer access to more than 20 activities per night for children and young people, including football, boxing and climbing, creative arts, music, drama and employability training.

Building blocks: Development and Delivery Equality and Inclusion

Lead area: People – Children and Families Services

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

Sustainable Development Goal(s): 3, 4, 8, 10, 16

One City Board: Children and Young People

Action:

Provide early help to families through newly formed family hubs, which will be physical and virtual spaces in our communities where children (aged 0–19, up to 25 years old with special educational needs and disabilities) and families can access early help from a variety of agencies.

Building blocks: Development and Delivery Equality and Inclusion Resilience

Lead area: People – Children and Families Services

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

Sustainable Development Goal(s): 1, 3, 4, 10

One City Board: Health and Wellbeing

Action:

Target support to children and young people in need by reviewing and delivering bespoke youth services, short breaks for disabled children, home to school travel and alternative learning provision.

Building blocks: Development and Delivery Equality and Inclusion Resilience

Lead area: Children and Families Services

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

Sustainable Development Goal(s): 1, 2, 3, 4, 10

One City Board: Children and Young People

Performance metrics for this priority

- **KPI 1:** Increase percentage of Family Outcomes achieved through the Supporting Families programme

*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 priorities: 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 education 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 partners across the city to ensure that every child benefits from high quality education. Raise standards across Bristol schools, ensure that we meet or exceed the national average for Ofsted ratings that at least 86 percent* of Bristol schools attain 'Good' or 'Outstanding' ratings, by examining performance data for schools and creating improvement plans to improvements to education outcomes.

Building blocks: Development and Delivery Equality and Inclusion

Lead area: People – Education, Learning and Skills Improvement

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

Sustainable Development Goal(s): 4, 17

One City Board: Children and Young People

Action:

Tackle high levels of absence and suspensions through the delivery of the Belonging Strategy and improved provision for special educational needs. This will improve outcomes and inclusion across the city's schools and reduce inequality amongst pupils.

Building blocks: Equality and Inclusion Resilience

Lead area: People – Education, Learning and Skills Improvement

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

Sustainable Development Goal(s): 4, 10

One City Board: Children and Young People

* This is the national average at the time of publication

Action:

Deliver improvements for children and young people with special educational needs and disabilities (SEND) and care leavers; by working with schools and settings to become more inclusive and increasing the amount and range of specialist provision across Bristol to reduce the number of children with SEND using alternative provision.

Building blocks:

Lead area: People – Education, Learning and Skills Improvement

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

Sustainable Development Goal(s): 4, 10

One City Board: Children and Young People

Performance metrics for this priority:

- **KPI 1:** Increase percentage of schools and settings rated 'Good' or 'Better' by Ofsted
- **KPI 2:** Reduce the number of suspensions from primary schools
- **KPI 3:** Reduce the number of suspensions from secondary schools

*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 priorities: 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:

Work with partners to join up activity and offer employment support and work experience for young people not in education, employment or training (NEET), including migrants, refugees, asylum seekers and others experiencing poverty. Including actively supporting individuals to transition into quality post-16 destinations.

Building blocks: Equality and Inclusion Resilience

Lead area: People – Education, Learning and Skills Improvement

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

Sustainable Development Goal(s): 1, 4, 8, 10

One City Board: Children and Young People, Economy and Skills

Action:

Pilot the use of supported group living for young people at risk of exploitation and address isolation and loneliness.

Building blocks: Resilience

Lead area: People - Children and Families Services

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

Sustainable Development Goal(s): 3, 5, 10, 16

One City Board: Children and Young People

Action:

Invest in our social workers by providing new evidence-based training programmes to ensure that we offer families the best support so children can thrive.

Building blocks: Development and Delivery Resilience

Lead area: People – Children and Families Services

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

Sustainable Development Goal(s): 1, 3, 4, 8, 10

One City Board: Children and Young People, Economy and Skills

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.



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 COVID-19 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, Bristol has experienced sustained growth in both population and economic scale and has the highest productivity levels per capita, employment and qualification rates of the major cities. Within the West of England, Bristol is the primary economic centre with nearly half of all the jobs (44.8 percent) and enterprises (40.1 percent).



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 percent of our residents live in some of the most deprived areas in England. The number of young people in Bristol attending university is low and this 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, have faced inequalities at work and in education.

The COVID-19 crisis has had an effect on local businesses and sectors, and it has also drawn attention to the economic and social importance of key social infrastructure including the voluntary, community, childcare and adult social care sectors. The recovery process 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.

City Outcome indicators for Economy and Skills theme

- **KPI 1:** Increase percentage of procurement spend with 'small and medium sized enterprises' (SME's)
- **KPI 2:** Improve the overall employment rate of the working age population
- **KPI 3:** Increase the take-up of free early educational entitlement by eligible two-year-olds
- **KPI 4:** Increase the percentage of people living in deprived areas who have access to the internet at home
- **KPI 5:** Increase the number of adults aged 19+ who progress from all employment support activities into employment or better employment
- **KPI 6:** Track out-of-work benefits claimant rate

Our Economy and Skills Priorities for 2022–2027 are:

ES1

Regeneration

Our Corporate Strategy priorities: 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.



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

Actions for ES1: Regeneration

Action:

Deliver large-scale investment regeneration projects – to deliver new jobs, homes and improvement in places such as Temple Quarter, Western Harbour, Frome Gateway and Whitehouse Street. To do this we will work with local communities, city partners, developers and government and utilise a range of design methods and products which will create sustainable, inclusive and healthy communities.

Building blocks: Development and Delivery World Class Employment

Lead area: Growth and Regeneration – Economy of Place

Cabinet lead: Strategic Planning, Resilience and Floods – Cllr Nicola Beech

SDGs: 3, 8, 9, 11, 13, 17

One City Board: Economy and Skills

Action:

Support the renewal and recovery of the high streets and the city centre by providing advice and guidance, promotions and communications campaigns, landscaping, events and cultural programmes and deliver the city-wide vacant property grants scheme.

Building blocks: Development and Delivery Environmental Sustainability Resilience

Lead area: Growth and Regeneration – Development of Place

Cabinet lead: Strategic Planning, Resilience and Floods – Cllr Nicola Beech

SDGs: 3, 8, 9, 11, 13, 17

One City Board: Environment, 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.



ES2

Access to employment

Our Corporate Strategy priorities: 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:

Commission a new Employment Land Strategy to shape the Strategic Development Strategy and Local Plan. This will involve working with property, planning and regeneration teams to ensure that the city has the employment space it needs to meet new demands following the impact of COVID-19, changes in the economy, climate and ecological emergencies and competing pressures for land use, such as housing.

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

Lead area: Growth and Regeneration – Economy of Place

Cabinet lead: Strategic Planning, Resilience and Floods – Cllr Nicola Beech

SDGs: 8, 9, 11, 13

One City Board: Economy and Skills

Action:

Support businesses, social enterprises and cultural organisations to become more resilient, sustainable and better placed to win contracts and investment; through provision of advice, guidance, local support, communications and signposting.

Building blocks: Resilience World Class Employment

Lead area: Growth and Regeneration – Economy of Place

Cabinet lead: Strategic Planning, Resilience and Floods – Cllr Nicola Beech,
Finance, Governance and Performance – Cllr Craig Cheney

SDGs: 8, 9

One City Board: Economy and Skills

Action:

Create more jobs and skills training in construction through the new Building Bristol initiative, which ensures all new large developments create green and sustainable opportunities.

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

Lead area: People – Education, Learning and Skills Improvement

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

SDGs: 4, 8, 9, 13

One City Board: Economy and Skills

Performance metrics for this priority:

- **KPI 1:** Reduce the percentage of young people of academic age 16–17 years-old who are not in employment, education or training and destination unknown
- **KPI 2:** Increase the percentage of adults with learning difficulties known to social care who are in paid employment
- **KPI 3:** Increase the number of adults in low pay work and receiving benefits accessing in-work support
- **KPI 4:** Increase experience of work opportunities for priority groups
- **KPI 5:** 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 priorities: Help create inclusive, sustainable, and resilient economic growth, positively influencing wider economic systems. Work towards making Bristol a real living wage city with access to decent jobs for all. Secure social value and community benefits from growth and development, while using our direct power as a funder and buyer to embed social value and tackle inequality. This includes co-developing the voluntary, community and social enterprise (VCSE) sector, cultural sector, and community capacity.



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

Actions for ES3: Good Growth

Action:

Drive sustainability through the council's procurement and commissioning supply chain and processes to help the council promote the voluntary, community and social enterprise sectors and achieve its carbon neutral, climate and ecologically resilient and wildlife rich city by 2030. Deliver training and market awareness to ensure these processes are fully embedded in existing and new contracts.

Building blocks: Equality and Inclusion Environmental Sustainability

Lead area: Resources – Finance

Cabinet lead: Finance, Governance and Performance – Cllr Craig Cheney

SDGs: 8, 12, 13, 14, 15, 17

One City Board: Environment

Action:

Drive inclusive growth and deliver social value through maximising opportunities for local skills, training and job creation arising from new development through the planning process.

Building blocks: Equality and Inclusion Environmental Sustainability World Class Employment

Lead area: Growth and Regeneration – Development of Place

Cabinet lead: Strategic Planning, Resilience and Floods – Cllr Nicola Beech,
Finance, Governance and Performance – Cllr Craig Cheney

SDGs: 8, 9, 10

One City Board: Environment

Action:

Building on our learning from the pandemic and the needs of the city and its citizens – including pressing environmental and social issues – develop new approaches to creating and encouraging economic growth that is both sustainable and inclusive. Write a plan that describes our needs, aims and how to achieve them alongside our communities, partners and other stakeholders.

Building blocks: Development and Delivery Environmental Sustainability Equality and Inclusion
Resilience

Lead area: Growth and Regeneration – Economy of Place

Cabinet lead: Strategic Planning, Resilience and Floods – Cllr Nicola Beech

SDGs: 8, 10, 11, 13, 14, 15, 16

One City Board: Environment

Performance metrics for this priority:

- **KPI 1:** Increase the number of organisations in Bristol that are living wage accredited
- **KPI 2:** Increase the level of social value generated (quantified notional value) from procurement and other council expenditure.
- **KPI 3:** Increase the number of black, asian and minority ethnic-led businesses supported

*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 priorities: 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:

Secure free early education entitlement provision for all eligible children (eligible two-year-olds and all three and four-year olds¹).

Building blocks: Equality and Inclusion

Lead area: People – Education, Learning and Skills Improvement

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

SDGs: 4, 10

One City Board: Children and Young People

Action:

Secure sufficient childcare for working parents, or parents in education and training by reviewing latest census data to ensure sufficient places available in each ward and promoting childcare to eligible families for 2,3 and 4 year old provision.

Building blocks: Equality and Inclusion

Lead area: People – Education, Learning and Skills Improvement

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

SDGs: 4, 5, 8, 10

One City Board: Children and Young People

Performance metrics for this priority:

- **KPI 1:** Increase the percentage of childcare (non-domestic) settings rated 'Good' or 'Better' by Ofsted

*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.

1: Eligibility based on qualifying benefits and allowances, which is determined by Department for Work and Pensions

ES5

Digital Inclusion

Our Corporate Strategy priorities: 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:

Action:

Establish IT hubs and mini-IT suites in deprived communities as part of our digital inclusion plan, where residents can have access to digital hardware, data, skills and training.

Building blocks: Equality and Inclusion

Lead area: People – Education, Learning and Skills Improvement

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

SDGs: 4, 8, 9, 10

One City Board: Economy and Skills

Action:

Increase access to technology enabled care and maximise the use of digital technology to support people to live independently at home (e.g. use of technology such as falls monitors, medication prompts or digital systems).

Building blocks: Equality and Inclusion

Lead area: People – Adult Social Care

Cabinet lead: Adult Social Care – Cllr Helen Holland

SDGs: 3, 9, 10

One City Board: Health and Wellbeing

Action:

By 2024, deliver a digital service for Bristol City Council housing residents. Reviewing residents' access to information and services to identify areas for improvement and ensure we have the right IT systems and tools in place to deliver effective services.

Building blocks: Equality and Inclusion

Lead area: Growth and Regeneration – Housing and Landlord Services

Cabinet lead: Housing Delivery and Homes – Cllr Tom Renhard

SDGs: 1, 3, 9, 10

One City Board: Homes and Communities

Performance metrics for this priority:

- **KPI 1:** Increase the number of people able to access care and support using 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.



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 become carbon neutral, climate resilient and better for nature by 2030. To achieve this, over the 2020s we need to radically rethink how we live, work and invest in the city. We also 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.

We need similar urgency and collaboration when tackling the ecological emergency facing the city. Working alongside partners, we must radically 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. We are working together as a city to ensure that 30 percent of Bristol's land is managed for the benefit of wildlife by 2030.

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.



City Outcome indicators for Environment and Sustainability theme

- **KPI 1:** Reduce the total CO₂ emissions within Bristol (in k tonnes)
- **KPI 2:** Reduce percentage of people who feel that street litter is a problem in their neighbourhood
- **KPI 3:** Increase the city's tree canopy cover
- **KPI 4:** Increase the percentage of citizens who have created space for nature
- **KPI 5:** Increase the percentage of Bristol's waterways that have water quality that supports healthy wildlife

ENV1

Carbon neutral

Our Corporate Strategy priorities: Drive delivery of the One City Climate Strategy aim for the city to be carbon neutral for all emissions by 2030. Work to secure major external investment, including £1 billion 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:

Action:

Launch the City Leap energy partnership joint venture. City Leap is an ambitious new approach to partnership between the public and private sector designed to attract £1 billion of new investment into Bristol's energy projects and support the creation of a zero-carbon, smart energy city by 2030.

Building blocks: Development and Delivery Environmental Sustainability Resilience

Lead area: Growth and Regeneration – Management of Place

Cabinet lead: Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 7, 9, 11, 13, 17

One City Board: Environment

Action:

Deliver our Climate and Ecological Emergency Programme that will contribute to Bristol City Council's 2025 climate and ecological goals. This will include delivering projects promoting sustainable food, the pesticide amnesty and supporting community action by offering small financial grants.

Building blocks: Development and Delivery Environmental Sustainability Resilience

Lead area: Growth and Regeneration – Development of Place

Cabinet lead: Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 2, 3, 10, 11, 13, 14, 15

One City Board: Environment

Action:

Monitor and report on the delivery of the One City Climate Strategy with partners and support the One City Environment Board, key city networks and initiatives such as the Climate Leaders Group.

Building blocks: Environmental Sustainability

Lead area: Growth and Regeneration – Development of Place

Cabinet lead: Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 11, 12, 13, 14, 15, 17

One City Board: Environment

Performance metrics for this priority:

- **KPI 1:** 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 priorities: 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:

Action:

As part of our response to the ecological emergency, develop planning policies that protect and improve biodiversity within the forthcoming local plan, including delivery of a 10 percent increase in biodiversity on development sites.

Building blocks: Environmental Sustainability Resilience

Lead area: Growth and Regeneration – Development of Place

Cabinet lead: Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 11, 14, 15

One City Board: Homes and Communities

Action:

Create a Bristol Blue-Green Infrastructure Strategy to ensure that enhancing the natural environment is embedded into planning policy, council projects and new developments. Blue-Green infrastructure refers to the use of blue elements, including rivers, canals, ponds, wetlands, floodplains, water treatment facilities, and green elements, such as trees, forests, fields and parks, in urban and land-use planning.

Building blocks: Environmental Sustainability Resilience

Lead area: Growth and Regeneration – Development of Place

Cabinet lead: Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 9, 11, 14, 15

One City Board: Environment

Action:

Monitor and report on the delivery of the One City Ecological Emergency Strategy with partners and support the One City Environment Board, key networks and initiatives.

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

Lead area: Growth and Regeneration – Development of Place

Cabinet lead: Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 11, 14, 15, 17

One City Board: Environment

Performance metrics for this priority:

- **KPI 1:** Reduce Bristol City Council's use of pesticides
- **KPI 2:** Increase the percentage of the council's 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 priorities: Create a cleaner city and become a national leader in reducing waste. Help the city reduce its consumption of products and transform its relationship with waste, increasing recycling, repair, reuse and sharing of goods. Use waste to create energy.



Building blocks: Environmental Sustainability

Actions for ENV3:

Action:

Trial a new way of working with Bristol Waste which will adopt a neighbourhood approach to street cleaning and will provide a focus on local communities. This approach has been successful in the Big Tidy initiative.

Building blocks: Environmental Sustainability

Lead area: Growth and Regeneration – Management of Place

Cabinet lead: Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 11, 12, 13

One City Board: Environment

Action:

Work with businesses and commercial waste companies to deliver a cleaner, more sustainable approach to commercial waste across the whole of the city. This approach is being trialled in the Old City where commercial bins will be removed from the streets. Discussions are also being held with waste contractors and businesses to see how we can collectively improve the look of the streets.

Building blocks: Environmental Sustainability

Lead area: Growth and Regeneration – Management of Place

Cabinet lead: Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 11, 12, 13

One City Board: Environment

Action:

Improve the ways citizens can report fly-tipping, graffiti and other waste and street cleaning issues.

Building blocks: Environmental Sustainability

Lead area: Resources – Digital Transformation

Cabinet lead: Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 11, 12, 13, 16

One City Board: Environment

Performance metrics for this priority:

- **KPI 1:** Reduce the residual untreated waste sent to landfill (per household)
- **KPI 2:** Increase the percentage of household waste sent for reuse, recycling and composting
- **KPI 3:** Reduce fly-tipping in Bristol

*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 priorities: Minimise our contribution to future shocks and stresses, and 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:

Improve the resilience of the city to the impacts of climate change, for example hotter summers through development of the Local Plan and any related policies.

Building blocks: Development and Delivery, Environmental Sustainability

Lead area: Growth and Regeneration - Development of Place

Cabinet lead: Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 1, 9, 10, 11, 13

One City Board: Homes and Communities

Action:

Develop and submit an Outline Business case to Department for Environment, Food and Rural Affairs (DEFRA) to release £6m of funding to deliver a suite of projects that aim to increase resilience to flooding in the River Frome catchment through a range of innovative resilience actions including natural flood management, nature based solutions and sustainable drainage systems.

Building blocks: Development and Delivery, Environmental Sustainability, Resilience

Lead area: Growth and Regeneration – Economy of Place

Cabinet lead: Strategic Planning, Resilience and Floods – Cllr Nicola Beech,
Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 8, 9, 10, 11, 13

One City Board: Environment

Action:

Work with regional partners and the Environment Agency to develop the business case to secure funding for major flood mitigation through the River Avon Flood Strategy. This will protect thousands of existing homes, businesses, key transport routes, unlock land for up to 13,000 homes and generate billions of pounds in local benefits. It will also help future-proof the city and avoid business and community disruption.

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

Lead area: Growth and Regeneration – Economy of Place

Cabinet lead: Strategic Planning, Resilience and Floods — Cllr Nicola Beech,
Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 1, 8, 9, 10, 11, 13

One City Board: Environment

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 priorities: 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:

Action:

Work with partners and experts from Harvard University to explore how Bristol can reduce food waste and make the best use of excess food, such as tackling poverty or producing energy.

Building blocks: Environmental Sustainability

Lead area: Resource – Policy and Strategic Partnership

Cabinet lead: Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 1, 2, 3, 4, 7, 10, 12, 13

One City Board: Environment

Action:

Raise the voices of cities at a local, national and international level on climate change and the ecological emergency.

Building blocks: Development and Delivery Environmental Sustainability

Lead area: Resource – Policy and Strategic Partnership

Cabinet lead: Strategic Planning, Resilience and Floods – Cllr Nicola Beech,
Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 10, 11, 16, 17

One City Board: Environment

Action:

Secure investment to support the climate and ecological emergency, and key regeneration sites across the city.

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

Lead area: Resource – Policy and Strategic Partnership

Cabinet lead: Strategic Planning, Resilience and Floods – Cllr Nicola Beech,
Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 10, 11, 16, 17

One City Board: Environment

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.



Theme 4: Health, care and wellbeing

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

There is clear evidence that social and economic inequalities lead to health inequalities. Inequality of income, in housing conditions, education and schooling, and workplace conditions can all lead to persistent stress and poverty that result in lower levels of wellbeing and more ill-health along with challenges for carers.

We will take a public health approach to tackling health inequalities, focusing on preventative and early intervention approaches that are person-centred and rooted in communities. This will include working across the whole system to find opportunities to improve health and wellbeing, focusing on the factors that contribute to good health and helping people maximise their wellbeing, rather than only responding to ill health. As part of this we will continue to take a Health in All Policies approach, meaning that whenever we develop a new policy we consider how we can pro-actively benefit people's health and wellbeing.

The COVID-19 pandemic has had a huge impact on health, care, and wellbeing in Bristol, both directly from the virus and indirectly from the government restrictions and the effects on the economy and care sector. It has reinforced existing health inequalities in Bristol, with a much greater impact being seen on older people, citizens living in more deprived areas, individual carers and people from Black, Asian and other minority ethnic backgrounds. The urgency of dealing with COVID-19 has also helped strengthen partnership working across the city, and we want to continue to build on this to raise living standards and health outcomes for all, ensuring equity for the most deprived in the city.



City Outcome indicators for Health, Care and Wellbeing theme

- **KPI 1:** Reduce the percentage of people in the 10 percent most deprived areas of Bristol who report below national average mental wellbeing
- **KPI 2:** Reduce the percentage of households which have experienced moderate or worse food insecurity
- **KPI 3:** Reduce the percentage of households in the most deprived areas using a food bank or charity in the last year
- **KPI 4:** Increase the percentage of adult social care service users who feel that they have control over their daily life
- **KPI 5:** Reduce the suicide rate per 100,000 population
- **KPI 6:** Improve healthy life expectancy for men
- **KPI 7:** Improve healthy life expectancy for women
- **KPI 8:** Reduce the life expectancy gap between men living in the most and least deprived areas of Bristol
- **KPI 9:** Reduce the life expectancy gap between women living in the most and least deprived areas of Bristol

HCW1

Transforming care

Our Corporate Strategy priorities: Work with partners to implement an Integrated Care System, transforming adult social care and joining up health, care, education, skills and community activities. Support people to be as resilient and independent as possible, developing their assets to live fulfilling lives. When more support is needed, this will be person-centred, offering people choice and control. Co-create a system that takes a public health approach to achieve health and wellbeing equality for local people of all ages and backgrounds. Work together to attract and retain a suitable health and care workforce.



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

Actions for HCW1:

Action:

Support people to live independently at home through commissioning a transformative model of home care support that is responsive to the needs of citizens. The focus will be on creating more flexible, community based, local home care that will promote wellbeing and independence.

Building blocks: Equality and Inclusion Resilience

Lead area: People – Adult Social Care

Cabinet lead: Adult Social Care and Integrated Care System – Cllr Helen Holland

SDGs: 3, 10

One City Board: Health and Wellbeing

Action:

Through co-design with service users, families and care providers; develop and recommission extra-care housing, and supported living services that help people to live independently within their communities.

Building blocks: Equality and Inclusion Resilience

Lead area: People - Adult Social Care

Cabinet lead: Adult Social Care and Integrated Care System – Cllr Helen Holland

SDGs: 3, 10, 11

One City Board: Health and Wellbeing

Action:

Drive new partnerships with the NHS, Voluntary, Community and Social Enterprise sector organisations and local authorities to develop and implement the Bristol, North Somerset and South Gloucestershire Integrated Care System which aims to foster partnership, collaboration and joined up working across health, care and wellbeing systems.

Building blocks: Development and Delivery Resilience

Lead area: People – Adult Social Care and Communities and Public Health

Cabinet lead: Adult Social Care and Integrated Care System – Cllr Helen Holland

SDGs: 3, 10, 11, 17

One City Board: Health and Wellbeing

Performance metrics for this priority:

- **KPI 1:** Reduce the number of service users (aged 18–64-years-old) in Tier 3 (long term care)
- **KPI 2:** Reduce the number of service users (aged 65+) in Tier 3 (long term care)
- **KPI 3:** Of service users (aged 18-64) who receive Tier 3 (long term care), increase the percentage receiving care at home or tenancy
- **KPI 4:** Of service users (aged 65+) who receive Tier 3 (long term care), increase the percentage receiving care at home or tenancy
- **KPI 5:** Reduce the percentage of contacts to Adult Social Care (aged 18–64) starting Tier 3 services
- **KPI 6:** Reduce the percentage of contacts to Adult Social Care (aged 65+) starting Tier 3 services
- **KPI 7:** Increase the percentage of Bristol City Council regulated Care Quality Commission care service providers where provision is rated 'Good' or 'Better'

*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 priorities: 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

Action:

Improve outcomes for adults experiencing multiple disadvantages by testing a more joined-up, person-centred approach with a range of organisations in local areas through the Changing Futures programme.

Building blocks: Equality and Inclusion Resilience

Lead area: People – Adult Social Care

Cabinet lead: Adult Social Care and Integrated Care System – Cllr Helen Holland

SDGs: 3, 10, 11

One City Board: Health and Wellbeing

Action:

Improve outcomes for adults with mental health needs by developing the Community Mental Health Framework. This will provide more joined up and easier to access support within local communities that are flexible to the needs of individuals and help prevent as well as support people with mental health needs.

Building blocks: Development and Delivery Resilience

Lead area: People – Adult Social Care

Cabinet lead: Adult Social Care and Integrated Care System – Cllr Helen Holland

SDGs: 3, 10

One City Board: Health and Wellbeing

Action:

Better mental health and wellbeing through the delivery of Thrive Bristol which is a ten-year programme focusing on how different parts of our city – such as our communities, our places of education and work, and our homes – can keep us mentally healthy.

Building blocks: Resilience

Lead area: People – Communities and Public Health

Cabinet lead: Public Health and Communities – Cllr Ellie King

SDGs: 3, 10, 11

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 priorities: 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 from food insecurity, including access to culturally diverse, nutritional food and building on the success of being a Gold Sustainable Food City.



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

Actions for HCW3:

Action:

Deliver the Fuel Poverty Action Plan and provide guidance and advice through a food and fuel poverty resource and information hub.

Building blocks: Equality and Inclusion Resilience

Lead area: People – Communities and Public Health

Cabinet lead: Public Health and Communities – Cllr Ellie King

SDGs: 1, 3, 7, 10, 11, 12, 13

One City Board: Environment

Action:

Through adopting the One City Food Equality strategy we will invest in solutions that create fair and affordable access to food, create a system for monitoring food inequality and implement a communications strategy which will provide information about services which can support people experiencing food or financial hardship.

Building blocks: Equality and Inclusion Resilience

Lead area: People – Communities and Public Health

Cabinet lead: Bristol One City – Mayor Marvin Rees

SDGs: 1, 2, 3, 10

One City Board: Environment

Action:

Provide emergency payments to reduce food and fuel poverty and housing costs through the Local Crisis and Prevention fund and other schemes such as Free School Meals holiday vouchers and Discretionary Housing Payments.

Building blocks: Equality and Inclusion Resilience

Lead area: Resources – Finance

Cabinet lead: Public Health and Communities – Cllr Ellie King

SDGs: 1, 2, 3, 7

One City Board: Homes and Communities

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.



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 be an engaged citizen, and lead a meaningful collective social and cultural life. However, Bristol’s appeal as a desirable place to live and work has meant high house prices and high rents, making the city unaffordable for many.

This means there are large and growing disparities and inequalities in fair access to a decent home for many people in Bristol. The COVID-19 pandemic has further highlighted and reinforced existing inequalities. Areas of high deprivation may be more polluted, have less green and healthy space, or reduced access to other areas of the city for work opportunities and social activities. One of the recommendations from the recent Citizens’ Assembly was that we fundamentally need to ‘re-imagine the places we live so that they are people centred’.

The city is 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, ensuring a fair distribution of cultural capital. We will build on Bristol’s cultural offer to continue its reputation for inclusivity, sustainability, safety, vibrancy and sense of uniqueness. We will also invest in grassroots and professional sports clubs to increase the level of resident participation in sport and physical activity in their everyday lives. Our ambitious Future Parks Programme will help shape the future of Bristol’s parks and green spaces by providing healthy outdoor spaces for all residents to enjoy across the city.

We know from our annual Quality of Life survey that residents want to feel safe in their communities. Over the past 24 months the Keeping Bristol Safe Partnership has taken a city-wide approach to tackling harassment, hate crime, and discrimination. The partnership has worked collaboratively with the relevant agencies to provide a person-centred approach to safeguarding and promoting people’s welfare. We will continue to take a zero-tolerance approach to abuse, or crime based on sex, disability, gender reassignment, race, age, religion, or sexuality.

City Outcome indicators for Homes and Communities theme

- **KPI 1:** Increase the percentage of respondents who volunteer or help out in their community at least three times a year
- **KPI 2:** Increase the percentage of people who take part in cultural activities at least once a month
- **KPI 3:** Reduce anti-social behaviour incidents reported
- **KPI 4:** Increase the number of new homes delivered in Bristol
- **KPI 5:** Reduce the percentage of people whose day to day life is affected by fear of crime

HC1

Housing supply

Our Corporate Strategy priorities: 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:

Review access to housing for people with social care needs to live independently in their communities by improving the lettings process and enabling them to be eligible for band one priority on housing waiting lists. Continue to deliver outcomes of the Better Lives at Home programme which is a partnership between adult social care and housing to develop more accessible housing for people with care and social care needs in the community.

Building blocks: Equality and Inclusion

Lead area: People – Adult Social Care

Cabinet lead: Adult Social Care and Integrated Care System – Cllr Helen Holland

SDGs: 3, 10, 11

One City Board: Homes and Communities

Action:

Support the delivery of 1,000 low and zero carbon, affordable homes by 2024 by investing £12 million this year and providing development expertise to partners.

Building blocks: Development and Delivery

Lead area: Growth and Regeneration – Housing Delivery,
Homes and Landlord Services – Housing Delivery

Cabinet lead: Housing Delivery and Homes – Cllr Tom Renhard

SDGs: 7, 10, 11, 13

One City Board: Homes and Communities

Action:

Improve how council and social housing is allocated and let in Bristol to make the process more user friendly, and also makes best use of housing supply from our existing stock to ensure priority is given to those most in need in the city.

Building blocks: Development and Delivery

Lead area: Homes and Landlord Services – Housing Options

Cabinet lead: Housing Delivery and Homes – Cllr Tom Renhard

SDGs: 10, 11

One City Board: Homes and Communities

Performance metrics for this priority

- **KPI 1:** Reduce the number of empty council properties
- **KPI 2:** Increase the number of private sector dwellings returned into occupation
- **KPI 3:** Increase the number of affordable homes delivered in Bristol
- **KPI 4:** Reduce average re-let times (all properties)

*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 priorities: 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:

Action:

Develop the Local Plan and related planning policies to create requirement for zero carbon housing, to help meet our goal of Bristol being carbon neutral by 2030.

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

Lead area: Growth and Regeneration – Development of Place

Cabinet lead: Strategic Planning, Resilience and Floods – Cllr Nicola Beech,
Housing Delivery and Homes – Cllr Tom Renhard,
Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 7, 11, 13

One City Board: Homes and Communities

Action:

Invest £97million between 2022–2030 into council-owned homes for energy efficiency and carbon retrofitting measures. The funds will be spent on measures such as wall insulation schemes and a programme of solar panel installations. This will ensure all homes reach a minimum EPC (energy performance certificate) of C by 2030.

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

Lead area: Growth and Regeneration – Housing Delivery

Cabinet lead: Housing Delivery and Homes – Cllr Tom Renhard,
Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 7, 11, 12, 13

One City Board: Homes and Communities

Action:

Increase the use of modern method of construction (MMC) and other innovative technologies to deliver new, sustainable and low carbon homes on council owned land. Working with Goram Homes, modern methods of construction will be used to help to transform Hengrove Park into a high-quality, sustainable neighbourhood and public park.

Building blocks: Environmental Sustainability Development and Delivery

Lead area: Growth and Regeneration – Housing Delivery

Cabinet lead: Housing Delivery and Homes – Cllr Tom Renhard,
Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 7, 11, 12, 13

One City Board: Homes and Communities

Performance metrics for this priority:

- **KPI 1:** Reduce the number of Council homes with an Energy Performance Certificate (EPC) rating of D or lower
- **KPI 2:** Increase the number of energy efficient home installations

*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 priorities: Reduce and prevent homelessness and rough sleeping, tackling the 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:

Action:

Develop new, as well as retaining existing successful, employment and skills programmes for rough sleepers and those at risk of becoming homeless.

Building blocks: Development and Delivery Equality and Inclusion

Lead area: People – Education, Learning and Skills Improvement

Cabinet lead: Housing Delivery and Homes – Cllr Tom Renhard

SDGs: 1, 8, 10, 11

One City Board: Economy and Skills

Action:

With partners, we will increase the number of flats or bedrooms in shared houses for homeless people to move into when they are ready to live independently.

Building blocks: Development and Delivery Equality and Inclusion

Lead area: Growth and Regeneration – Housing and landlord services

Cabinet lead: Housing Delivery and Homes – Cllr Tom Renhard

SDGs: 1, 10, 11

One City Board: Homes and Communities

Action:

Review the current needs of the homeless population and conduct an audit of homeless deaths in the city. By working with key partner agencies such as Golden Key, we will be better able to target services to meet needs.

Building blocks: Development and Delivery Equality and Inclusion

Lead area: Growth and Regeneration – Housing and Landlord Services

Cabinet lead: Housing Delivery and Homes – Cllr Tom Renhard

SDGs: 1, 3, 10, 11

One City Board: Homes and Communities

Performance metrics for this priority:

- **KPI 1:** Increase the number of households where homelessness is prevented
- **KPI 2:** Increase the number of households moved on into settled accommodation
- **KPI 3:** Reduce the number of people sleeping rough on a single night in Bristol
- **KPI 4:** Reduce the number of households in temporary 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 priorities: 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:

Action:

Increase the recruitment and progression for people with disabilities through a range of specialist and targeted activities such as accelerated learning centres and increasing the recruitment of inclusive apprenticeships.

Building blocks: Equality and Inclusion World Class Employment

Lead area: People – Education, Learning and Skills Improvement

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

SDGs: 4, 8, 10

One City Board: Homes and Communities

Action:

Improve transition between childhood and adulthood for children and young people with special educational needs and disabilities.

Building blocks: Development and Delivery

Lead area: People – Children and Families Services

Cabinet lead: Children Services, Education and Equalities – Cllr Asher Craig

SDGs: 3, 4, 8, 10

One City Board: Children and Young People

Action:

Review the existing adult social care services that Bristol City Council currently deliver in-house to ensure they are delivered in the most efficient way to meet the needs of citizens. This includes either developing services to be more efficient or transferring the delivery to other provider partners who have greater expertise and can deliver better outcomes.

Building blocks: Development and Delivery

Lead area: People – Adult Social Care

Cabinet lead: Adult Social Care – Cllr Helen Holland

SDGs: 3, 10, 11

One City Board: Health and Wellbeing

Performance metrics for this priority:

- **KPI 1:** Increase the percentage of Final Education and Health Care Plans (EHCP) issued within 20 weeks excluding exception cases
- **KPI 2:** 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 priorities: 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:

Action:

Look to transfer some sports facilities to community organisations where there is appetite for the community to run and manage them.

Building blocks: Development and Delivery

Lead area: Growth and Regeneration – Management of Place

Cabinet lead: Public Health and Communities – Cllr Ellie King

SDGs: 3, 11

One City Board: Homes and Communities

Action:

Improve equality of access to information about the council's decision-making processes, voter registration and standing for public office by delivering a research project on the barriers preventing citizens from engaging in the democratic process.

Building blocks: Equality and Inclusion Development and Delivery

Lead area: Resources – Legal and Democratic Services

Cabinet lead: Public Health and Communities – Cllr Ellie King

SDGs: 5, 10, 16

One City Board: Homes and Communities

Action:

Maintain a responsive, accessible, and sustainable network of libraries working with communities and partners for the good of local neighbourhoods and the city as a whole.

Building blocks: Development and Delivery

Lead area: Growth and Regeneration – Economy of Place

Cabinet lead: Public Health and Communities – Cllr Ellie King

SDGs: 3, 4, 10

One City Board: Homes and Communities

Performance metrics for this priority:

- **KPI 1:** Increase the number of visitors to Bristol Museums Galleries and Archives
- **KPI 2:** Improve the ratio of consultation response rate for the most and least deprived 20 percent of Bristol citizens
- **KPI 3:** Increase the levels of engagement with community development work
- **KPI 4:** Increase the number of citizens participating in community clear-ups per quarter

*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.



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 an adverse impact 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 each other. People living in 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. We have seen rising levels of public transport use in Bristol when other cities across the UK have been experiencing a decline.



We have worked with partners to keep delivering and improving the city's bus rapid transit scheme – MetroBus – which has included improved bus prioritisation measures that boosts reliability and prevents MetroBus and other buses getting caught up in general congestion to improve reliability. Bristol was also the first Cycling City in the UK, which brought in high levels of investment in cycling infrastructure and promotion. Bristol now has the highest proportion of people walking and cycling to work of any large city.

Our ambition is for Bristol to be a city of sustainable communities 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 make progress towards becoming a better-connected city that enables people to move around efficiently, with increased transport options that are accessible to and inclusive of all. We will deliver an improved sustainable and resilient transport network that supports Bristol's vibrant independent local centres and neighbourhoods, connecting people to an attractive and thriving city centre

City Outcome indicators for Transport and Connectivity theme

- **KPI 1:** Increase the percentage of people who see friends and family as much as they want to
- **KPI 2:** Reduce the proportion of deaths attributed to particulate air pollution
- **KPI 3:** Reduce the percentage of people saying that traffic congestion is a problem in their area
- **KPI 4:** Increase the percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide
- **KPI 5:** Increase the percentage of people travelling actively to work by walking and cycling
- **KPI 6:** Satisfaction with the local bus service

TC1

Connectivity

Our Corporate Strategy priorities: 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:

Action:

Progress our ambitions to develop a mass transit system by working with regional authorities to deliver a consultation on mass transit.

Building blocks: Development and Delivery Environmental Sustainability Resilience

Lead area: Growth and Regeneration – Economy of Place

Cabinet lead: Transport – Cllr Don Alexander

SDGs: 8, 9, 10, 11, 13

One City Board: Transport

Action:

Improve connectivity across the city through a variety of projects which strengthen transport links. This will include Bristol's involvement in the government's City Region Sustainable Transport Settlement. These projects will address transport needs across the city in relation to strategic corridors and active travel.

Building blocks: Development and Delivery Resilience

Lead area: Growth and Regeneration – Economy of Place

Cabinet lead: Transport – Cllr Don Alexander

SDGs: 8, 9, 10, 11, 13

One City Board: Transport

Action:

Maximise regional and national funding streams including the City Region Sustainable Transport Settlement to deliver significant transport and connectivity improvements. Priority projects for this year include improvements to the number 2 bus route and city centre.

Building blocks: Development and Delivery Environmental Sustainability Resilience

Lead area: Growth and Regeneration – Economy of Place

Cabinet lead: Transport – Cllr Don Alexander

SDGs: 8, 9, 10, 11, 13

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.



TC2

Improved bus services

Our Corporate Strategy priorities: Enable inclusion through better bus services. Work with partners to double frequency, improve safety and reliability, 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:

Action:

Establish the new Portway Park and Ride, with an improved bus service, increased car park capacity, and a new railway station.

Building blocks: Development and Delivery Environmental Sustainability

Lead area: Growth and Regeneration – Economy of Place

Cabinet lead: Transport – Cllr Don Alexander

SDGs: 8, 9, 10, 11, 13

One City Board: Transport

Action:

Work with the West of England Combined Authority and neighbouring local authorities to create an enhanced partnership with bus operators as part of the Bus Service Improvement Plan.

Building blocks: Development and Delivery Environmental Sustainability

Lead area: Growth and Regeneration – Economy of Place

Cabinet lead: Transport – Cllr Don Alexander

SDGs: 8, 9, 10, 11, 13, 17

One City Board: Transport

Performance metrics for this priority:

- **KPI 1:** Increase the number of journeys on park and ride services into Bristol
- **KPI 2:** Increase the number of passenger journeys on buses

*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 priorities: 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:

Action:

Introduce the Clean Air Zone for Bristol to improve air quality

Building blocks: Environmental Sustainability

Lead area: Growth and Regeneration – Management of Place

Cabinet lead: Climate, Ecology, Waste and Energy – Cllr Kye Dudd,
Transport – Cllr Don Alexander

SDGs: 3,11,13

One City Board: Transport

Action:

Establish a regional cycling centre to replace the existing Bristol Family Cycling Centre currently at Hengrove Park. The new facility will combine a range of cycling services, including teaching people to cycle, rehabilitation and inclusive cycling for people with disabilities and an extensive sports cycling facility.

Building blocks: Development and Delivery Environmental Sustainability Equality and Inclusion

Lead area: Growth and Regeneration – Economy of Place

Cabinet lead: Transport – Cllr Don Alexander

SDGs: 3, 10, 11, 13

One City Board: Transport

Action:

Improve air quality and promote the use of low carbon transport by only issuing licences for replacement hackney carriage and private hire vehicles that comply with the Euro 6 emissions standard or, if new hackney carriage licences, vehicles that have ultra low emissions.

Building blocks: Environmental Sustainability

Lead area: Growth and Regeneration – Management of Place

Cabinet lead: Climate, Ecology, Waste and Energy – Cllr Kye Dudd,
Transport – Cllr Don Alexander

SDGs: 3,11,13

One City Board: Transport

Performance metrics for this priority:

- **KPI 1:** Increase the number of public electric vehicle charging points
- **KPI 2:** Road Safety – reduce the number of people killed or seriously injured in road traffic incidents

*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 priorities: 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:

Action:

Reduce the risk of flooding and damage to Bristol's Floating Harbour by upgrading Underfall Yard sluices and the surrounding infrastructure.

Building blocks: Development and Delivery Environmental Sustainability Resilience

Lead area: Growth and Regeneration – Management of Place

Cabinet lead: Strategic Planning, Resilience and Floods – Cllr Nicola Beech,
Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 1, 9, 11, 13

One City Board: Environment

Action:

Invest in public lights by replacing existing streetlights with LED lighting (light-emitting diodes) and a central management system (CMS). This will save around £1 million a year when the project is completed and will reduce our carbon footprint.

Building blocks: Development and Delivery Environmental Sustainability

Lead area: Growth and Regeneration – Management of Place

Cabinet lead: Strategic Planning, Resilience and Floods – Cllr Nicola Beech

SDGs: 7, 9, 11, 13

One City Board: Environment

Performance metrics for this priority:

- **KPI 1:** Percentage of principal roads where maintenance should be considered
- **KPI 2:** Satisfaction with the condition of road surfaces

*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.

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 to consider what the right size, shape and scale is for the city's future needs, streamline processes and target our limited resources to those most in need given the financial pressure we face.

Throughout the COVID-19 pandemic we learned many lessons we can build on going forward. 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 worked more closely and inclusively with our communities and more effectively with the voluntary, community and social enterprise sector (VCSE). We have changed our ways of working and embraced innovative technology at a pace we have never achieved before. We have been better able to identify non-essential activities and red-tape, and can now make thoughtful decisions about if and why any of this needs to return.

City Outcome indicators for A Development Organisation theme:

- **KPI 1:** Increase the satisfaction of citizens with our services
- **KPI 2:** Increase the percentage of colleagues who would recommend the council as a good place to work
- **KPI 3:** Increase the percentage of people who think that the council provides value for money



EDO1

One City

Our Corporate Strategy priorities: 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:

Action:

Work with the universities in Bristol and the further education sector to create a written Civic University Agreement. This would set out how we work together and enable our major higher and further education institutions to contribute to the civic life of the city.

Building blocks: Development and Delivery Equality and Inclusion

Lead area: Resource – Policy and Strategic Partnership

Cabinet lead: Public Health and Communities – Cllr Ellie King

SDGs: 10, 11, 13, 16, 17

One City Board: Homes and Communities

Action:

Work with relevant partners across the council and city to help embed the ‘Health in All Policies’ approach to tackling the wider factors which determine good health and maximise positive health outcomes.

Building blocks: Development and Delivery Equality and Inclusion

Lead area: People – Communities and Public Health

Cabinet lead: Bristol One City – Mayor Marvin Rees

SDGs: 3, 10

One City Board: Health and Wellbeing

Action:

To keep Bristol safe and manage COVID-19 infection through the implementation of Bristol Living Safely with COVID-19 Framework.

Building blocks: Development and Delivery Equality and Inclusion Resilience

Lead area: People – Communities and Public Health

Cabinet lead: Public Health and Communities – Cllr Ellie King

SDGs: 3, 10

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.

EDO2

One Council

Our Corporate Strategy priorities: 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:

Action:

The council will identify where colleagues do similar work in different departments, bringing some professional functions more closely together. This will help make sure we are efficient, joined-up and best able to direct our limited resources at our highest priorities.

Building blocks: Development and Delivery

Lead area: Resources – Improvement and Performance

Cabinet lead: Finance, Governance and Performance – Cllr Craig Cheney

SDGs: 16

One City Board: Economy and Skills

Action:

Improve council digital services to drive down costs and increase efficiency, by delivering a digital transformation programme.

Building blocks: Development and Delivery

Lead area: Resources – Workforce and Change

Cabinet lead: Finance, Governance and Performance – Cllr Craig Cheney

SDGs: 16

One City Board: Economy and Skills

KPIs to measure this Priority:

- **KPI 1:** Increase the percentage of all equality action plan actions reporting expected progress (or better)
- **KPI 2:** Maintain appropriate staff turnover (10 percent – 15 percent)
- **KPI 3:** Increase the percentage channel shift achieved for Citizens Services overall

*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 priorities: 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:

Action:

Review and refresh the Workforce Strategy to reflect the needs of the new Bristol City Council Corporate Strategy. This will help us proactively meet the future challenges and requirements of the organisation by ensuring we have the right skills in the right places when we need them.

Building blocks: World Class Employment

Lead area: Resources – Workforce and Change

Cabinet lead: Finance, Governance and Performance – Cllr Craig Cheney

SDGs: 8, 16

One City Board: Economy and Skills

Action:

Engage with central government to create a healthier working environment for social workers to operate in. We will implement a new recruitment and retention approach across children's services and education to address workforce challenges and reduce our use of agency staff.

Building blocks: World Class Employment

Lead area: People – Children and Families Services, Resources – Workforce and Change

Cabinet lead: Finance, Governance and Performance – Cllr Craig Cheney, Adult Social Care – Cllr Helen Holland, Children Services, Education and Equalities – Cllr Asher Craig

SDGs: 1, 3, 8, 16, 17

One City Board: Health and Wellbeing

Performance metrics for this priority:

- **KPI 1:** Reduce the gender pay gap in Bristol City Council
- **KPI 2:** Reduce the race pay gap in Bristol City Council
- **KPI 3:** Increase the percentage of young people (16–29) in the council’s workforce
- **KPI 4:** Reduce the average number of council working days lost to sickness
- **KPI 5:** Increase the percentage of employment offers made to people living in the 10 percent most deprived areas

*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 priorities: Improve our ethical and inclusive use of research, data, insights and information to become more data-driven and evidence-led when making decisions.



Building blocks: Development and Delivery Equality and Inclusion

Actions for EDO4:

Action:

Give service areas access to better insights and data tools to support evidence-led decision making through the Data and Insights Programme. The focus for this year is children's social care, housing and education.

Building blocks: Development and Delivery

Lead area: Resources – Policy and Strategic Partnership, Resources – Improvement and Performance and Resources – Finance

Cabinet lead: Finance, Governance and Performance – Cllr Craig Cheney

SDGs: 4, 11, 16

One City Board: Economy and Skills

Action:

Develop the Think Family database to share improved information with partners, such as the police, about risks and vulnerability of children and families in the city. This will enable us to identify and respond at the earliest possible point.

Building blocks: Development and Delivery

Lead area: Resources – Policy and Strategic Partnership and People – Children and Families Services

Cabinet lead: Finance, Governance and Performance – Cllr Craig Cheney,
Children Services, Education and Equalities – Cllr Asher Craig

SDGs: 1, 3, 10, 16, 17

One City Board: Homes and Communities

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 priorities: 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:

Action:

Hold a referendum in May 2022 to determine how Bristol City Council is run.

Building blocks: Development and Delivery

Lead area: Resources – Legal and Democratic Services

Cabinet lead: Finance, Governance and Performance – Cllr Craig Cheney

SDGs: 16

One City Board: Homes and Communities

Action:

Take a new approach to corporate performance management, including a new corporate scorecard and city dashboard to monitor different performance measures. This will give managers, political leaders, Scrutiny members and the public a more joined-up overview of performance, both of the council and the wider city.

Building blocks: Development and Delivery World Class Employment

Lead area: Resources – Policy and Strategic Partnership

Cabinet lead: Finance, Governance and Performance – Cllr Craig Cheney

SDGs: 16

One City Board: Economy and Skills

Performance metrics for this priority:

- **KPI 1:** Increase the percentage of council invoices paid on time
- **KPI 2:** Reduce the percentage of complaints escalated from Stage one to Stage two
- **KPI 3:** Increase the percentage of corporate Freedom of Information (FOI) requests responded to within 20 working days
- **KPI 4:** Increase the percentage of agreed management actions implemented within agreed timelines

*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 priorities: 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 a greater presence in neighbourhoods alongside partners.



Building blocks: Development and Delivery Environmental Sustainability

Actions for EDO6:

Action:

Review all council-owned buildings, grounds maintenance services and land management to reduce our carbon footprint, and also take into consideration new ways of working following COVID-19 and the quality of office space.

Building blocks: Development and Delivery Environmental Sustainability

Lead area: Resources – Workforce and Change

Cabinet lead: Finance, Governance and Performance – Cllr Craig Cheney,
Climate, Ecology, Waste and Energy – Cllr Kye Dudd

SDGs: 9, 11, 13, 16

One City Board: Environment

Action:

Commercialise our assets where it is profitable and viable to maximise value for money and generate extra funds which can be used to pay for other services. For this year, an example is installing a bar on the roof of the MShed museum and improving the museum's event suite for outdoor functions.

Building blocks: Development and Delivery

Lead area: Resources – Housing Delivery

Cabinet lead: Strategic Planning, Resilience and Floods – Cllr Nicola Beech

SDGs: 8, 9

One City Board: Economy and Skills

Performance metrics for this priority:

- **KPI 1:** Reduce the council's direct carbon dioxide equivalent emissions from council buildings (in tonnes)
- **KPI 2:** Reduce the council's direct carbon dioxide equivalent emissions from council fleet vehicles (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.

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Sets out the council's plans to prevent, protect, treat and respond to the virus over the coming year.

Glossary

Introduction

Key Performance Indicator: A way of clearly measuring how successful an organisation is in reaching a specific target

Building Blocks: We have chosen five 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

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

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

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 (0–25 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

Home to School Travel: Financial support for pupils who face barriers getting to and from school

Migrants: A person who moves from one place to another, especially in order to find work or better living conditions

Refugees: A person who has fled war, violence, conflict or persecution and have crossed an international border to find safety in another country

Supporting Families: A national programme supporting vulnerable families address multiple, complex problems

Trauma and adversity champions: Professionals from across a range of organisations and lived experience experts who are working together to develop and promote a trauma informed and responsive approach to health and social care in the region

Trauma Informed Practice: Recognising the impact of trauma upon a patient whilst working to develop trust, safety and collaboration to avoid re-traumatisation

Unaccompanied Asylum Seekers: Children who have fled their country of origin without a responsible adult

Youth Zone: A dedicated facility offering a range of activities and services for children and young people

Economy and Skills

Apprenticeship Levy: A UK tax on employers with a total pay bill of more than £3 million a year which is used to fund apprenticeship training

Destination unknown: A young person where it is unknown if they are in education, employment or training

Core Cities: A body of representatives from nine of the UK’s largest cities which produces research and policy ideas on issues such as productivity, housing and climate change

Inclusive growth: Is economic growth that is distributed fairly across society and creates opportunities for all

Pay gap: Is the difference in the average of salary between different socio-economic groups. The pay gap is most often reported in relation to gender and race and can be explained by factors such as occupational difference and historic inequality

Priority groups: Refers to people from groups who have traditionally been excluded from the jobs market or experienced significant barriers to finding work. Priority groups include: children in care or care leavers, disabled people, older people and Black, Asian and minority ethnic people

Real Living Wage: The only wage rate independently calculated based on rising living costs, which is paid by employers on a voluntary basis

Social Value: Refers to wider social, economic and environmental benefits that businesses can offer an area when offering their services to a local authority

Technology Enabled Care: The use of technology to provide care for patients with long term conditions that is convenient, accessible and cost-effective

Temple Quarter Enterprise Zone: A major redevelopment of 130 hectares of unused land around Temple Quarter and St Philip's Marsh which aims to provide 10,000 new homes and 22,000 new jobs

Environment and Sustainability

Bio-diversity: The variety and variability of plant and animal species within a particular habitat

C40: A global network of mayors (representing 97 cities) taking action to confront the climate crisis

Carbon footprint: The amount of carbon dioxide released into the atmosphere as a result of the activities of a particular individual, organisation, or community

Carbon neutral: The process of achieving net-zero carbon emissions through changes such as investment in sustainable energy and increasing tree canopies

City Leap Energy Partnership: A partnership between Bristol City Council and private enterprises to finance a range of renewable and sustainable energy projects across the city

Direct emissions: Direct emissions refers to Scope 1 and 2 emissions in the Greenhouse Gas Emissions protocol and include the use of electricity and gas and local transport emissions

Harvard University Bloomberg programme: A programme that aims to advance leadership, management, and innovation in cities by equipping mayors and senior city officials with skills, tools, and techniques to tackle local challenges

Neighbourhood approach: The process of utilising the strengths and abilities of local communities to deliver change

UK100: A network of local government leaders committed to tackling the major challenges associated with climate change

UN Sustainable Development Goals: 17 overarching targets adopted by countries within the United Nations which focus on sustainable development

Untreated waste: Any waste which has not been adequately processed via some form of waste management such as recycling or composting

Health, Care and Wellbeing

Health in all Policies: Considering the wider impact on health when shaping public policy in all areas (e.g. transport, housing)

Care Quality Commission: The independent regulator of all health and social care services in England

Integrated Care System: A collaboration of NHS, local authorities and other partners which organises health and social care in a joined-up way across a region

Tier 3 Care: Refers to longer term adult social care interventions such as supported accommodation or residential care

Changing Futures Programme: A programme testing new ways to improve outcomes for adults experiencing multiple disadvantages such as homelessness, substance misuse or mental health issues

Community Mental Health Framework:

A framework for modernising community mental health services to ensure patients are given more control over the mental health support they receive

Gold Sustainable Food City: An independent award recognising a place's commitment to addressing food inequality, waste and sustainability

Discretionary Housing Payment: The provision of financial support for people finding it difficult to pay rent

Homes and Communities

Accelerated Learning Centres: Facilities dedicated to supporting disabled children and young with improved learning progression

Band 1 Priority Housing: Housing earmarked for people who have the highest levels of housing need

Better Lives at Home: Bristol's strategy for providing a full supply for adults who require social care

Citizen's Assembly: A cross-section of the public who are invited to deliberate on important local issues and present agreed recommendations

Education and Health Care Plan: A plan for those who are in education, under 25 and are assessed to have significant educational needs

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

Housing First: A project which provides rapid access to housing for people who struggle to follow the traditional homelessness pathways

Living Rent: The introduction of caps to rent prices in order to ensure living in Bristol is affordable for all

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

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

Quality of Life Survey: An annual survey giving people in Bristol the opportunity to voice their opinion on local issues such as transport, health and crime

Transport

Active Travel: Refers to journeys being made by physically active means, like walking or cycling

Central Management System: Enables the remote and dynamic control of street lighting

City Regional Sustainable Transport Settlement: Funding and powers given by central government to Combined Mayoral Authorities to enable improvements to regional transport

Cycling City: Government funding awarded to cities to improve cycling infrastructure, facilities and education

Euro 6 Emissions Standard: European emissions limits for diesel cars

Mass transit: The process of moving a high volume of people across a wide area using a system of shared transport modes such as trains or buses

Principle roads: A motorway or A-class road that is maintained by a local Highway Authority

Strategic corridors: Refer to key transport routes whereby a significant number of people travel across the city or into the wider region

Ultra-low Emissions: Refers to the lowest levels of pollutant emissions from a vehicle

West of England Combined Authority: Is a combined authority consisting of the local authorities of Bristol, South Gloucestershire and Bath and North East Somerset. Its powers focus mainly on transport, innovation, employment and skills, the environment and housing

Effective Development Organisation

Financial Management Code: Provides guidance for good and sustainable financial management in local authorities

Chartered Institute of Public Finance and Accountancy: A professional institute for accountants working in the public services and other financial institutions

Civic University Agreement: A shared vision and action plan between a university (or universities), the local authority and other partners to deliver key civic outcomes in areas such as education, culture and health

Corporate scorecard: A reporting tool to help the council demonstrate and review how it is getting on with delivering its targets and services. The scorecard will measure data from a variety of internal sources such as HR, Finance and Citizen Services

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.

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

Think Family: A multi-agency guidance document written for professionals working with parents whose complex needs impact on their ability to care for the children around them

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

