

# Business Plan



2025 – 2028



Working together for a sustainable and equitable Bristol that enables everyone to be safe, well and thrive.



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# Bristol City Council's commitment to a sustainable, equitable and thriving Bristol

Our [Corporate Strategy](#) sets out a vision for **Working together for a sustainable and equitable Bristol that enables everyone to be safe, well and thrive**. To make progress on this vision we have agreed five priorities:

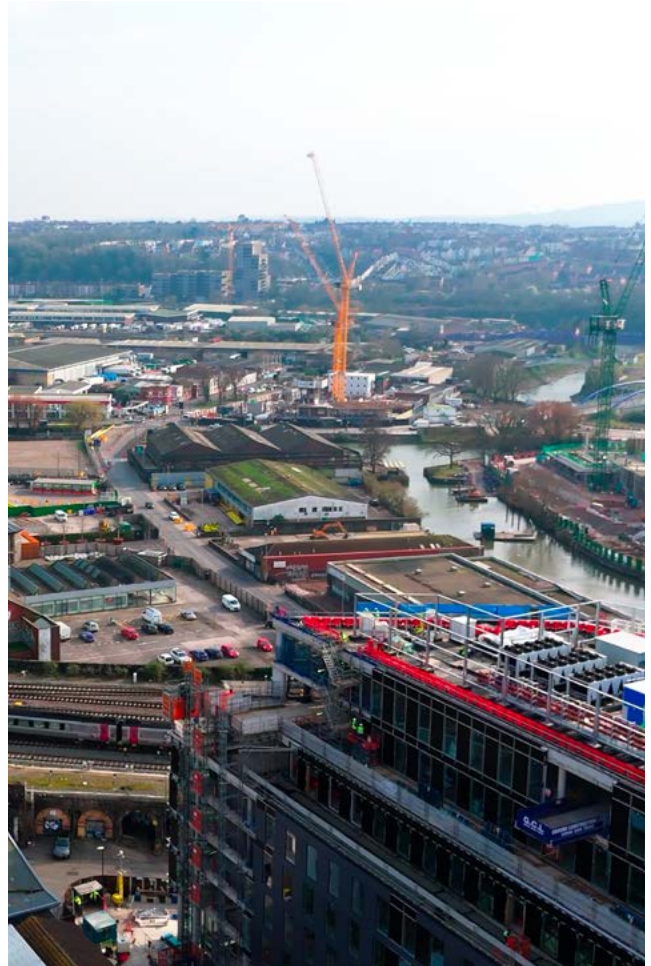
- Improving equity of outcomes in education and employment
- Supporting children's, families' and adults' health and wellbeing
- Creating safe, healthy neighbourhoods, and affordable, safe and good quality homes
- Making it easier, greener and safer to travel into and around Bristol
- Accelerating climate action and nature recovery

For each of these priorities, we have agreed three objectives. This sets out a clear direction for the organisation up until 2030. This Business Plan has been created to provide more detail on the steps the council will take in the medium-term to make progress on our shared priorities and objectives.

## Building on what we've already achieved

The actions we're setting out in this Business Plan are building on what we've already achieved and delivered for and with the city since May 2024:

- Established closer partnership working with education providers and academy trusts to step up our work to close the gap in educational outcomes across Bristol
- Launched our Early Intervention Fund\* to support schools to boost mainstream inclusion for children and young people with Special Educational Needs and Disabilities (SEND)
- Provided employment, skills and lifelong learning support across the city, including launching the South Bristol Youth Guarantee. The pilot is supporting young people in South Bristol who are current unemployed or not taking part in any education or training
- Made progress on the long-term regeneration of Temple Quarter and the city centre, including establishing our formal partnership to lead the work. We've worked with residents to progress on regeneration\* in areas like Lawrence Hill and Filwood
- Been rated 'Good' for our Adult Social Care services by the Care Quality Commission and had a positive focused visit from Ofsted\* of our local children's services
- Begun to deliver our Families First programme, a long-term plan to keep more children and young people safely at home and make our children's services more sustainable
- Delivered new specialised supported housing and with partners and made Disabled Facilities upgrades to support adults to live healthy and more independent lives
- Worked as part of the Bristol Drug and Alcohol Partnership to launch a Horizons, a new approach to providing information and support to those affected by drug and alcohol use
- Continued to grow the power of communities and support the Voluntary and Community Sector (VCS) through investment like the Bristol Impact Fund\* and the Youth and Play Grant Fund



- Tackled the backlog of inspections (e.g. electrical and non-compliant smoke detectors) and completed 6,000 stock condition surveys across our 28,000 council-owned homes. We have worked with residents to create a more responsive maintenance and repairs service



- Worked with Registered Providers\* to have delivered 535 new affordable homes in 2024/25, 230 of which were delivered by the council. We have secured an increase in the number of new starts on affordable homes and piloted innovative ways of delivering new homes on smaller sites
- Delivered new and innovative temporary accommodation options, including six eco-pod homes\* developed through a pilot with the Prisoners Building Homes Programme and MMC Homebuilding



- Reopened the banana bridge, progressed work on other New Cut bridges and delivered a £1million programme of road resurfacing and repair across the city
- Approved and progressed a series of major transport projects including improving bus lanes, introducing new and extended bus services on key routes and expanding cycle lanes and pedestrianisation\*
- Delivered new benefits to nature including Capricorn Quay, a 700 square metre floating ecosystem in Bristol Harbour and securing £1million investment in our Managing for Nature programme across parks and green spaces
- Supported the publication of a five-year business plan for Bristol City Leap\* which will result in £53m invested in our corporate estate by 2029, £57m invested into social housing and the expansion of the heat network among other outcomes

## How does this Business Plan work?

The aim of our Business Plan is to communicate what we're delivering and enabling between now and the half-way point of our Corporate Strategy. For each of our objectives, we have outlined:

- the action we are taking on this objective
- which part of the council is responsible for each action and which Policy Committee leads it
- how we'll measure progress on the objective

This plan also provides more detail on the actions we will take to make our Working Together principles a reality. You will find the key steps we are taking to work more effectively together as One Council and One City, with our many communities, and as a more prevention focused council.

Some of the action we are taking is quite technical. Where a word or term may not be familiar, we have put an Asterix (\*) next to it to indicate its inclusion in a glossary. You can find the glossary at the end of this document.

## How will we measure progress?

The actions we've included in our Business Plan are those that will make the biggest difference on reaching our objectives up to 2030. We will measure progress on each action on a quarterly basis to keep on top of whether we are delivering what we've said we would deliver.

The Business Plan also includes a range of Key Performance Indicators (KPIs) for each objective. These KPIs help us to measure whether we are making progress towards each objective, and to understand whether our actions are making a difference.

The actions and KPIs in the Business Plan will be reviewed by a Performance Board – chaired by the Chief Executive – to ensure we keep on track. Performance and progress will also be reported to the Strategy and Resources Policy Committee.

While each action has a named policy committee and service against them, we recognise that we cannot make progress unless committees and service collaborate together. Individual committees and services take the lead rather than solely deliver.

For more detail on how we will measure progress and performance, you can read our [Performance Framework 2025-2028.](#)

# Making progress by **Working together**

A key part of reaching our vision for a sustainable, equal and thriving city is that we work together, both internally as one council and with partner organisations and communities.

We have four goals that we need the whole organisation to take forward:

- **One Council**
- **One City**
- **Many Communities**
- **Prevention Focused\***



For each of these ways of working, we have identified the key actions we are taking up until March 2028 to make them a regular part of how we work as an organisation.





## One Council:

As our Corporate Strategy sets out, we need to work seamlessly together regardless of our internal departmental structures. We must work with a shared understanding of our priorities and collaborate better together to deliver outcomes for local people. We have improved how we do this in recent years, but there is still further to go.

### Over the coming two and a half years, we will:

- Deliver our **One Council Transformation Plan and operating framework**, which includes our key programmes to support families, deliver Adult Social Care sustainably, improve our council-owned homes, and tackle homelessness in the city. We will also:
  - Improve digital services and people’s access to services,
  - Work more closely with our local communities,
  - Manage our property estate as a single Corporate Landlord\*,
  - Improve debt collection,
  - Redesign our internal processes to make it quicker and easier for colleagues to get things done.
- Work together to deliver actions in our top tier of **council-wide strategies**, including:
  - Collectively balancing our budget as part of our Medium-Term Financial Plan,
  - Prioritising Corporate Parenting\*, our shared responsibility and ambition to do the best for our care experienced children and young people,
  - Continuing to improve digital transformation\* and getting better at using data,
  - Delivering our aspirations for equity, diversity and inclusion\*.
- Improve our **‘One Council’ organisational culture and leadership** in line with our Workforce Strategy objectives. Our priorities are:
  - Developing a One Council culture
  - Becoming an employer of choice
  - Achieving equity and inclusion
  - Preparing for the future

# One City:



Bristol has built an incredibly strong way of working across sectors, bringing together key partners from around the city region to collectively deliver wide-scale change for the city, the region and the country over the long term.

## To keep this going in coming years, we will:

- Do our part to support the four priority ‘Missions’ within the newly updated **One City Plan**:
  - In Bristol, we are creating an inclusive, sustainable and equitable economy\* that provides good work and addresses structural inequalities\*,
  - In Bristol, the circumstances that we grow up in will not determine our chances in life,
  - In Bristol we are building connected, cohesive communities who trust institutions and each other,
  - In Bristol we are acting together for a net zero, socially just and nature rich city.
- Work with the **Mayoral Combined Authority (MCA)\*** and our neighbour councils to deliver regional priorities and bring fresh powers and investment to the region, including securing an integrated funding settlement\* from government. We will be working with the MCA on delivering the West of England Growth Strategy, a regional transport strategy and a new regional Spatial Plan\*
- Work with partners in the **NHS, the voluntary sector and with our neighbouring local authorities** to deliver the NHS 10 Year Health Plan, with a focus on making more community based and preventative care available within localities.
- Bring together partners to continue building and benefitting from **Bristol’s national and international links**, including joint funding and research bids, joint-working with the LGA\* and UK’s Core Cities\*, exploring new civic ties, and making bi-lateral trade and partnership agreements with cities around the country and the world.



## Many Communities:

Bristol’s diverse communities are an essential city partner in and of themselves; not just because their experiences should shape our decision making, but because they have the resources, skills and local knowledge to deliver the change we need across the city. For all five of our priorities, involving and empowering communities will be key.

### To build on the power of communities, we will:

- Agree and deliver a One Council approach to citizen and community participation, setting out a clear approach to how we consult with communities and how we co-produce more of what we deliver and do in the city. Some of the key areas of work that will involve communities include:
  - Developing a council-wide **Communications Strategy** which outlines our longer-term plan for how we inform and engage with our communities
  - How we **engage with residents who live in our council housing** so they feel informed, feel safe and can shape decision making
  - **Co-producing\* our early help\* approach for children and families** within communities and developing more **co-production in our SEND service**
  - Delivering our **Adult Social Care Co-Production Policy** so our services are more aligned to the needs of our communities
  - Working with communities to deliver our climate and nature goals and ensure we reach a **just transition**
- Work with communities and city partners to develop a **One City, Many Communities** approach to community cohesion.
- **Deliver £8.8m worth of funding over four years** to invest in communities and organisations in the city. We will be prioritising increasing skills and knowledge in communities, addressing community-identified priorities through co-production and tackling inequalities.
- Develop and strengthen our **Area Committees** so that more decision making – particularly around funding community assets such as parks – can be made at a local level.



## Prevention Focused:

When the council manages risk, builds resilience and prevents harm, everyone is better off. Whether it is tackling the biggest causes of health inequality or investing in our city's physical infrastructure, we know how much better off individuals, communities and the city are when we are prevention focused.

### We will strengthen our prevention focus through:

- Developing a **One Council Prevention Framework** which outlines how we make sure all services in the council are aware of the importance of prevention, are supported with the right evidence to build prevention into their work and make sure decision-making at every level factors-in prevention.
- Joining up different council and partner services in communities and, wherever possible, joining up emerging 'hub' models including **Family Hubs, Youth Hubs and Neighbourhood Health Hubs** so we have a consistent and coherent presence within communities.
- Building on opportunities offered by central government to develop a **One City, Many Communities Anti-Poverty approach**. We will work with communities and partners to build on opportunities like the publication of the government's Child Poverty Strategy.

# How we are delivering our priorities and objectives

This next section sets out the main actions we are taking to deliver on the five priorities of our Corporate Strategy:

- Improving equity of outcomes in education and employment
- Supporting children's, families' and adults' health and wellbeing
- Creating safe, healthy neighbourhoods, and affordable, safe and good quality homes
- Making it easier, greener and safer to travel into and around Bristol
- Accelerating climate action and nature recovery



# Improving equity of outcomes in education and employment

Bristol is rightly viewed as one of the UK's most successful cities, but it is also a city of deep inequality. Children and young people's education is too often negatively impacted by deprivation, race or special educational needs and disabilities (SEND), and access to fulfilling and well-paid jobs is not evenly spread across Bristol.

Like many cities, the opportunities for good work are harder to come by for adults with learning needs, Disabled people, people with long-term health conditions and those with caring responsibilities. Breaking the link between deprivation and educational outcomes, and building a thriving, creative and inclusive economy are essential to becoming a fairer city, tackling poverty and supporting the national government's ambition for breaking down barriers to opportunity through growth.

## What we are building to support this priority:

- Investing over £8million to relocate the Elmfield School for Deaf Children, £13million to introduce 20 new specialist places at Claremont School, and begin construction of a purpose-built specialist school in Southmead
- Completing the building of two new Oasis secondary schools in Temple Quarter and Knowle West
- Working with the Temple Quarter LLP to acquire and develop land as part of the wider Temple Quarter regeneration project
- The delivery of five mixed low-carbon residential and commercial schemes at Bedminster Green
- Regeneration works in other areas of the city, including completing the high street improvements, public space and community space improvements in Filwood
- Supporting vacant commercial properties to come back into use through the Vacant Commercial Property Grant



## Our Objective: Improve equity in educational outcomes and break the link between deprivation and poorer results

<b>Action 1.1.1</b>	We will work with schools and community partners to deliver Bristol Future, a city-wide approach to breaking the link between deprivation and poorer educational results. From Early Years to Post-16, settings will be consistently supported to boost inclusion, improve attendance and raise attainment
<b>Lead service</b>	Education and Skills
<b>Lead committee</b>	Children and Young People
<b>Action 1.1.2</b>	We will work with partners to fully deliver on our SEND and Inclusion Strategy, including funding and supporting better mainstream inclusion and increasing the supply of specialist places in the city. We will adapt our approach when national government launch their long-term SEND plans later in 2025
<b>Lead service</b>	Inclusion
<b>Lead committee</b>	Children and Young People
<b>Action 1.1.3</b>	We will expand our targeted support for young people who are – or are at risk of being – not in education, employment or training (NEET). We will provide earlier support for secondary school aged young people, especially in areas of deprivation
<b>Lead service</b>	Employment, Skills and Lifelong Learning
<b>Lead committee</b>	Children and Young People

### How we'll measure success for this objective:

- Increase in the percentage of disadvantaged pupils at Key Stage 2 achieving the expected standard in Reading, Writing and Maths
- Reduce the Points gap between Disadvantaged and Non-Disadvantaged pupils for Attainment 8 (Key Stage 4)
- Reduce the percentage of pupils persistently absent (i.e. for more than 10% of the year)
- Increase in the percentage of final Education, Health and Care Plans within 20 weeks (excluding exception cases)
- Reduce the percentage of young people of academic age (16-17 years old) who are not in education, employment or training (NEET)

## Our Objective: Build a fair, green and thriving city economy

<b>Action 1.2.1</b>	We will work with the Mayoral Combined Authority and employers to boost employment opportunities into key sectors such as construction, health and green skills. We will prioritise personalised employment support and community learning for communities who face additional barriers to employment
<b>Lead Service</b>	Employment, Skills and Lifelong Learning
<b>Lead committee</b>	Economy and Skills
<b>Action 1.2.2</b>	Develop a locally targeted economic plan for South Bristol which brings together existing assets and programmes to maximise their impact and identifies new opportunities to boost business development and jobs growth
<b>Lead Service</b>	Economic Development
<b>Lead committee</b>	Economy and Skills
<b>Action 1.2.3</b>	We will work with partners, residents and communities to develop a new 10-year Culture Strategy which will set out a One City approach to boosting access to the diverse culture and creative offer across the city
<b>Lead Service</b>	Culture and Creative Industries
<b>Lead committee</b>	Strategy and Resources

### How we'll measure success for this objective:

- Number of job seekers registered and provided with career coach advice and employment support through Bristol Skills Connect
- Improvement in the overall employment rate of the working age population
- Percentage of procurement spend with 'Micro, Small and Medium Sized Enterprises' (MSME's)

## Deliver regeneration which brings direct benefits to communities

<b>Action 1.3.1</b>	We will prioritise attracting investment into regeneration across Temple Quarter and Central Bristol to deliver new homes, employment opportunities and improved transport infrastructure. We will plan to maximise space for commercial and industrial opportunities, opening opportunities for small businesses and creating space for much needed housing
<b>Lead Service</b>	Regeneration
<b>Lead committee</b>	Economy and Skills
<b>Action 1.3.2</b>	We will work with residents and communities to develop plans for the regeneration of key priority areas such as Lawrence Hill, Filwood and Hartcliffe. We will prioritise the delivery of affordable homes, thriving high-streets, green spaces and community facilities
<b>Lead service</b>	Regeneration
<b>Lead committee</b>	Economy and Skills

### How we'll measure success for this objective:

- There are currently no Key Performance Indicators for this objective

# Supporting children's, families' and adults' health and wellbeing

Good health and wellbeing is a vital part of living a good quality life. It should be possible for everyone to live healthily, happily and independently, but there are currently stark differences in health between places and communities in Bristol.

Tackling these inequalities with our partners and citizens and communities will help create the conditions for people to live healthily and to thrive within their communities. For those who need it, we must also make sure people can access local support at the right time.

## What we are building to support this priority:

- Deliver our program of refurbishment to bring forward 33 Ofsted registered children's homes bed spaces and deliver a DfE funded complex care home
- Funding home adaptations to support foster carers meet the needs of children and young people in care
- Continuing to work with Registered Providers to deliver an increased supply of small-scale supported housing schemes



## Our Objective: Improve our population’s health by tackling health inequalities

<b>Action 2.1.1</b>	We will complete inspections and works within target for the seven main health and safety compliance areas for our council housing. These areas are asbestos, electrical safety, fire safety, gas safety, lifts, water safety, and damp and mould
<b>Lead Service</b>	Capital and Special Projects
<b>Lead committee</b>	Homes and Housing Delivery
<b>Action 2.1.2</b>	We will work with residents to design and deliver enhanced walking and cycling measures as part of our wider strategy to deliver clean air, particularly for those who are most significantly impacted
<b>Lead Service</b>	City Transport
<b>Lead committee</b>	Transport and Connectivity
<b>Action 2.1.3</b>	We will take a One Council approach to improving access to healthy food and activity through ‘Why Weight?’ We will particularly focus on communities and groups who experience the poorest health outcomes
<b>Lead Service</b>	Public Health
<b>Lead committee</b>	Public Health and Communities

### How we’ll measure success for this objective:

- Prevent increase in life expectancy gap between men living in deprived and wealthy areas of Bristol
- Prevent increase in life expectancy gap between women living in deprived and wealthy areas of Bristol
- Reduce the percentage of children (10-11 year olds) with excess weight
- Percentage of households in the most deprived areas using a food bank or charity in the last year

## Our Objective: Deliver early help which empowers people and prevents problems from worsening

<b>Action 2.2.1</b>	We will work with partners to develop and deliver our early help strategy for children, young people and families. This includes our Best Start in Life offer, expanding our Family Hub offer, improving data sharing with partners, developing our youth offer and piloting our approach in South Bristol
<b>Lead Service</b>	Strategy, Transformation, Quality and Commissioning
<b>Lead committee</b>	Children and Young People
<b>Action 2.2.2</b>	We will test new approaches to prevention in adult social care. We will explore piloting local and regional approaches to both creating environments which keep people independent and healthy, and supporting people as early as possible when they need it
<b>Lead Service</b>	Adult Social Care
<b>Lead committee</b>	Adult Social Care
<b>Action 2.2.3</b>	We will develop a stronger partnership approach to homelessness prevention and develop new ways of working with the wider sector to reduce the number of households and individuals who are homeless or rough sleeping
<b>Lead Service</b>	Housing Options
<b>Lead committee</b>	Homes and Housing Delivery

### How we'll measure success for this objective:

- Reduce the average wait time for an initial Care Act Assessment
- Reduce the percentage of children living in poverty (low-income families)
- Reduce the percentage of repeat referrals to children's social care

## Our Objective: Provide stability and promote independence for those who draw on care and support

<b>Action 2.3.1</b>	We will support children to remain safely at or as close to home as possible through earlier engagement and support with families, improving our recruitment and retention of foster carers, and increasing the supply of good quality housing for children in care and care leavers
<b>Lead Service</b>	Strategy, Commissioning, Quality and Transformation
<b>Lead committee</b>	Children and Young People
<b>Action 2.3.2</b>	We will work with our housing delivery partners to increase the supply and improve the quality of supported living schemes for adults with learning disabilities and mental health needs. We will focus on enabling Registered Providers to purchase and upgrade homes to meet people’s specific needs
<b>Lead Service</b>	Transformation and Strategic Commissioning
<b>Lead committee</b>	Adult Social Care
<b>Action 2.3.3</b>	We will develop our city-wide approach to delivering health, care and wellbeing support within neighbourhoods. We will work to consolidate and strengthen the city’s existing community-based activity, with an emphasis on consistent neighbourhood presence
<b>Lead Service</b>	Adults and Communities
<b>Lead committee</b>	Public Health and Communities

### How we’ll measure success for this objective:

- Improve the percentage of 19–21-year-old care leavers in education, employment or training
- Decrease the percentage of children in care placed out of area
- Increase the number of people enabled to live independently through home adaptations

# Creating safe, healthy neighbourhoods, and affordable, safe and good quality homes

Having a safe and good standard home is one of the most important influences on a person's wellbeing and quality of life. We know the same is true of living in safe neighbourhoods, where there are a variety of well maintained, accessible and clean public spaces. We know that access to a home which meets the right standards for living, or closeness to such public spaces is not fairly spread for everyone in Bristol. We have an opportunity to improve this by focusing on the quality of our council homes, working with partners to deliver more affordable housing and to work with communities to deliver improvements to public spaces like parks and community facilities.

## What we are building to support this priority:

- Continue the completion of the 1,785 affordable homes that are active across the city and work with partners to bring new sites forward across the period
- Delivery of major maintenance programmes across our council homes, with £57million being invested in 2025/26 to make improvements to our high-rise blocks, day-to-day repairs, fire remediation, increased electrical testing and to tackle damp and mould
- Continue the acceleration of our cladding remediation program up to ensure completion by 2030/31
- Complete the refurbishment of acquired properties and progress our acquisition of around 75-100 properties to be used as temporary accommodation to alleviate homelessness
- Complete the state-of-the-art '224' Youth Zone to provide a dedicated space for thousands of young people across South Bristol
- Deliver £3million worth of investment in improvements to parks and green spaces across the city



## Our Objective: Prioritise the safety and quality of our existing council homes

<b>Action 3.1.1</b>	We will improve the quality of the information on condition of our homes and use that data to determine how we invest in our estates in the long-term
<b>Lead Service</b>	Housing and Consumer Standards Programme
<b>Lead committee</b>	Homes and Housing Delivery
<b>Action 3.1.2</b>	We will co-produce with residents a 'resident voice' strategy which sets out our approach to resident involvement, engagement, consultation and scrutiny
<b>Lead Service</b>	Housing and Consumer Standards Programme
<b>Lead committee</b>	Homes and Housing Delivery
<b>Action 3.1.3</b>	We will deliver the first stage of our long-term Heat Decarbonisation* Strategy for our council homes. We will focus on making sure our homes are ready for the installation of low carbon heating and will proactively replace gas boilers that are nearing the end of life
<b>Lead Service</b>	Building Safety
<b>Lead committee</b>	Homes and Housing Delivery

### How we'll measure success for this objective:

- Increase the overall satisfaction with residents with Bristol City Council as their landlord
- Increase the percentage of response repairs completed within target timescale time
- Reduce the proportion of homes that do not meet the Decent Homes Standard\*

## Our Objective: Work with partners to deliver new affordable housing which meets a range of needs

<b>Action 3.2.1</b>	We will directly deliver new social and affordable housing for the city through the council’s Housing Revenue Account Business Plan. We will maximise the use of council owned land and assets, and the use of Homes England and Right to Buy receipts
<b>Lead service</b>	Housing Delivery
<b>Lead committee</b>	Homes and Housing Delivery
<b>Action 3.2.2</b>	We will work with our Registered Provider partners and developers – including Goram Homes – to increase our supply of social and affordable housing. We’ll take a proactive role in ensuring all affordable housing delivery is supported through a One Council approach. We will develop a longer-term delivery plan during 2027
<b>Lead service</b>	Housing Delivery
<b>Lead committee</b>	Homes and Housing Delivery
<b>Action 3.2.3</b>	We will pursue the creation of a council owned Registered Provider to increase the supply of local and high-quality temporary accommodation and supported housing. The creation of a company would be completed if a Full Business Case is approved
<b>Lead service</b>	Housing Options
<b>Lead committee</b>	Homes and Housing Delivery

### How we’ll measure success for this objective:

- Number of completions of affordable, specialist or supported homes in the city
- Increase the number of households where homelessness is prevented

## Our Objective: Ensure all parts of Bristol have high quality and safe public spaces that meet the needs of their communities

<b>Action 3.3.1</b>	We will deliver our program of capital investment to improve play provision, increase food growing opportunities and improve access to green space in areas where satisfaction levels are lower. We will work with residents and communities when making decisions on improvements
<b>Lead service</b>	Parks and Green Spaces
<b>Lead committee</b>	Public Health and Communities
<b>Action 3.3.2</b>	We will listen to communities and library users to develop and deliver a new Library Strategy. The strategy will focus on how we can provide well run libraries which reach into communities and meet a range of needs and opportunities in the future
<b>Lead service</b>	Libraries
<b>Lead committee</b>	Public Health and Communities
<b>Action 3.3.3</b>	We will work with partners – including young people and their communities – to prioritise the safety of public spaces and reduce serious youth violence. We will do this through more effective sharing of information with partners and working with young people to make improvements within their communities
<b>Lead service</b>	First Assessment, Youth Justice and Extra Familial Harm
<b>Lead committee</b>	Children and Young People

### How we'll measure success for this objective:

- Improve the percentage of residents satisfied with parks and open spaces
- Reduce incidents of serious violence involving children and young people
- Improve street and environmental cleanliness (percentage meeting acceptable standard)
- Number of incidents of fly-tipping that are reported and removed

# Making it easier, greener and safer to travel into and around Bristol

Reliable, safe, accessible and well-connected travel options are vital to connecting people to opportunities and contributing to a thriving region. Having these options is also vital to promoting health, improving air quality and tackling carbon emissions. Bristol is currently too congested, has ageing roads and bridges, and has a public transport system which doesn't serve the city and its aspirations as it could. We must focus on connecting people with each other, work and other opportunities in the city and the region, with a focus on improving our public transport, walking and wheeling.

## What we are building to support this priority:

- Deliver our Active Travel Fund works to deliver an improved network of cycle lanes and pedestrianisation across the City Centre Strategic Corridor\*, A4 Portway and A37/4018
- Deliver our proposed works to create an improved network of cycle lanes and pedestrianisation across the city centre, A4 Portway and A37/4018
- Completion of 60 Local Transport Schemes including dropped kerbs, pedestrian crossings and traffic calming
- Support the completed reconstruction of the Underfall Yard Sluices and deliver ongoing improvements to the Harbour
- Completion of critical reconstruction and repairs to the New Cut Harbour walls and our programme of repairs to eight New Cut bridges
- Continue delivery of our programme of preventative road maintenance and £1.4million footway maintenance programme



## Our Objective: Work with partners to improve accessible, reliable, affordable and sustainable transport choices

<b>Action 4.1.1</b>	We will deliver significant changes to transport routes in the city centre to make it easier to take public transport, walk, wheel and cycle. This includes improving road layouts to open up improved bus routes, introducing new segregated cycle lanes and introducing new pedestrian spaces
<b>Lead service</b>	City Transport
<b>Lead committee</b>	Transport and Connectivity
<b>Action 4.1.2</b>	We will develop business cases for Resident Parking Zones expansion and a Workplace Parking Levy* to support reinvestment into a wider range of travel improvements which support more accessible, reliable, affordable and sustainable choices
<b>Lead service</b>	City Transport
<b>Lead committee</b>	Transport and Connectivity
<b>Action 4.1.3</b>	We will draw in funding to remove barriers to accessible travel and transport for Disabled people and work with Disabled people to identify the most impactful changes to new and existing transport projects
<b>Lead service</b>	City Transport
<b>Lead committee</b>	Transport and Connectivity

### How we'll measure success for this objective:

- Increase the number of passenger journeys on buses
- Increase the number of journeys on Park and Ride into Bristol
- Increase the number of people travelling actively to work by walking and cycling

## Our Objective: Focus on areas with less reliable transport options to connect people and opportunities within and beyond the city

<b>Action 4.2.1</b>	We will enable the delivery of major improvements to the Portway and the A37/A4018 to support more reliable bus travel and safer cycling, wheeling and walking routes between areas further out of the city centre
<b>Lead service</b>	City Transport
<b>Lead committee</b>	Transport and Connectivity
<b>Action 4.2.2</b>	We will deliver our program of local transport changes – including School Streets, traffic calming and installing cycle lanes – across the city to make it safer and more accessible for residents to get to work, school and leisure opportunities
<b>Lead service</b>	City Transport
<b>Lead committee</b>	Transport and Connectivity
<b>Action 4.2.3</b>	We will work with the Mayoral Combined Authority and operators to provide supported bus services so that areas with less transport options have more reliable and affordable options available
<b>Lead service</b>	City Transport
<b>Lead committee</b>	Transport and Connectivity

### How we'll measure success for this objective:

- There are currently no Key Performance Indicators for this objective

## Our Objective: Maintain essential city infrastructure for safety, longevity and accessibility

<b>Action 4.3.1</b>	We will secure funding to deliver major repairs to the city’s harbour infrastructure. This includes vital upgrades to the harbour’s lock gates, the Underfall Yard Sluices, bridges and the ferry landing stage at Cascade Steps
<b>Lead service</b>	Bristol Harbour Authority
<b>Lead committee</b>	Economy and Skills
<b>Action 4.3.2</b>	We will secure funding to support the refurbishment and repair of major roads to support our wider travel and regeneration objectives
<b>Lead service</b>	Traffic and Highways
<b>Lead committee</b>	Transport and Connectivity
<b>Action 4.3.3</b>	We will carry out our proactive and reactive repair programmes and deliver our extensive resurfacing to prevent damage to roads and footpaths as part of our wider road safety strategy
<b>Lead service</b>	Traffic and Highways
<b>Lead committee</b>	Transport and Connectivity

### How we’ll measure success for this objective:

- Reduce the number of people killed or seriously injured in road traffic incidents
- Reduce the percentage of bridges where unprogrammed maintenance should be considered
- Improve satisfaction with the condition of road surfaces
- Number of pothole repairs

# Accelerating climate action and nature recovery

Bristol has made significant steps towards reducing its carbon emissions and some of our land and built environment is now being managed differently to positively impact nature, wildlife and people. There is, however, more that needs to be done, including increasing efforts to protect people and places from climate risks such as flooding and extreme heat. We must focus on getting the right investment and partnership to secure a better future for Bristol and ensure our transition to carbon neutrality is just and inclusive.

## What we are building to support this priority:

- Working with City Leap to complete the heat network expansion and maintenance across Temple Quarter, Redcliffe, Bedminster and Frome, and deliver the Bath Road Energy Centre
- Completing our Public Sector Decarbonisation Scheme funded works to decarbonise 30 of our key buildings and continue the HRA funded decarbonisation works of our council homes
- Deliver home energy efficiency and renewable energy measures to 650 low-income households through our Warm Homes Local Grant Scheme funded project
- Improve the ecological condition and create new habitats for wildlife in our parks and green spaces through the Managing for Nature programme
- Deliver our £2.7million Highway Landscapes Tree Planting Programme across the next year to meet our commitment to increase the city's tree canopy



## Our Objective: Reduce carbon emissions and drive progress towards Bristol becoming a carbon neutral city

<b>Action 5.1.1</b>	We will work with our City Leap partners to expand the Bristol Heat Network to connect thousands of new residential and commercial properties to low-carbon heat and hot water
<b>Lead service</b>	City Leap Client and Energy Service
<b>Lead committee</b>	Environment and Sustainability
<b>Action 5.1.2</b>	We will carry out works to the council's most carbon-emitting buildings to significantly reduce the amount of carbon emissions from the council's estate. Works include replacing old heating systems, draught proofing, installation of smart building controls and insulation works
<b>Lead service</b>	City Leap Client and Energy Service
<b>Lead committee</b>	Environment and Sustainability
<b>Action 5.1.3</b>	We will work with partners like Core Cities and the Local Government Association to secure more national and international investment for large scale carbon reduction projects
<b>Lead service</b>	Policy, Strategy and Communications
<b>Lead committee</b>	Environment and Sustainability

### How we'll measure success for this objective:

- Reduce the council's direct carbon dioxide equivalent emissions (in tonnes)
- Reduce the total CO2 emissions in Bristol City (k tonnes)

## Our Objective: Improve the resilience of Bristol’s people and places to the impacts of climate change

<b>Action 5.2.1</b>	We will engage with communities and businesses to complete designs for our city’s flood defences and be on course to receive appropriate approvals to start works
<b>Lead service</b>	City Transport
<b>Lead committee</b>	Economy and Skills
<b>Action 5.2.2</b>	We will deliver improvements to the city’s natural landscape to support the city’s wider flood strategy and provide new protection against extreme heat. These improvements will be guided by the development and delivery of a Green and Blue Infrastructure Strategy* for the city
<b>Lead service</b>	Sustainable City and Climate Change
<b>Lead committee</b>	Environment and Sustainability
<b>Action 5.2.3</b>	We will improve the resilience of council operations and services so we are able to support residents and communities who are most at risk of the impacts of climate change
<b>Lead service</b>	Sustainable City and Climate Change
<b>Lead committee</b>	Environment and Sustainability

### How we’ll measure success for this objective:

- There are currently no Key Performance Indicators for this objective

## Our Objective: Improve the management of land, water and buildings in the city for nature

<b>Action 5.3.1</b>	We will work with communities to deliver the Bristol Nature Together project to improve the quality and access of natural spaces in the city. We will fund and support local communities to lead on improvements within their neighbourhoods
<b>Lead service</b>	Sustainable City and Climate Change
<b>Lead committee</b>	Environment and Sustainability
<b>Action 5.3.2</b>	We will deliver a pilot to explore ways of managing our parks and green spaces to increase the amount of land that is managed for nature
<b>Lead service</b>	Parks and Green Spaces
<b>Lead committee</b>	Public Health and Communities
<b>Action 5.3.3</b>	We will lead and partner on a range of tree planting projects, focusing our schemes where there are opportunities to plant trees in the three wards - St. George Central, Bishopston and Ashley Down, Easton - where the tree canopy is lowest
<b>Lead service</b>	Parks and Green Spaces
<b>Lead committee</b>	Public Health and Communities

### How we'll measure success for this objective:

- Increase the percentage of council's land managed for the benefit of wildlife
- Increase the percentage of citizens who have created space for nature
- Increase the city's tree canopy cover

# Glossary

**Area Committees:** Nine groups of councillors (organised by areas of Bristol) who make decisions on how some council funding is used to improve the local area

**Attainment 8:** A measure of the academic performance of pupils in England at the end of Key Stage 4 (usually at age 16), calculated by adding the point scores for a student’s best eight GCSE-level qualifications

**Best Start in Life:** A term which refers to central government’s commitment to improving child development and making sure every child has the best chance to achieve

**Bristol City Leap Partnership:** A twenty-year joint venture between Bristol City Council, Ameresco and Vattenfall Heat UK which will deliver over £1 billion of investment into Bristol becoming net-zero

**Bristol Impact Fund (BIF):** A grant programme investing in projects tackling inequality across Bristol and helping communities facing disadvantage

**Care Quality Commission (CQC):** Is the independent regulator and inspector for health and adult social care in England

**Co-production:** An equal relationship between people who use services and the people responsible for services. They work together, from design to delivery, sharing decision-making about policies as well as decisions about the best way to deliver services

**Corporate Parenting:** The shared responsibility of local authorities to look after and support care experienced children and young people

**Decent Homes Standard:** The minimum quality standards for social housing in England ensuring that they are safe, secure and suitable for living

**Early Help:** Services aimed at supporting individuals or families at the earliest possible point to empower them and prevent issues from worsening

**Early Intervention Fund (EIF):** A fund for primary and secondary schools in Bristol to provide earlier support for children and young people with SEND so they can stay in mainstream education

**Eco-Pod homes:** Small, self-contained accommodations designed with sustainability in mind

**Education, Health and Care Plan:** A legally binding document in England that outlines a child or young person’s special educational, health, and social care needs and the specific support required to meet those needs

**Equitable economy:** A system with a fair and just distribution of wealth, income and resources

**Green and Blue Infrastructure Strategy:** A Plan for using natural or created spaces to provide space for wildlife, flood protection and create health benefits for people. ‘Green’ refers to spaces like parks and ‘Blue’ refers to spaces like rivers

**Heat Decarbonisation:** The reduction of carbon dioxide emissions released through heating residential, commercial and industrial buildings

**Integrated Funding Settlement:** A fixed amount of funding which is given to Mayoral Strategic Authorities (see MCA definition below). There is more flexibility for Strategic Authorities to spend the funding across a wide range of responsibilities such as housing, skills and transport

**Just transition:** Refers to a fair and inclusive shift to a low-carbon, sustainable economy that ensures no one is left behind—particularly workers, communities, and sectors most affected by climate and environmental policies

**Local Government Association (LGA):** The national membership body for councils in England and Wales to represent and improve local government

**Mayoral Combined Authority (MCA):** Also known as the West of England Combined Authority. The regional area where an elected mayor has funding and powers on issues such as transport, skills and housing. It is made up of Bristol, South Gloucestershire and Bath & North East Somerset. In the government’s Devolution White Paper, combined authorities are becoming known as Mayoral Strategic Authorities (MSAs)

**Medium Term Financial Plan:** Sets out how an organisation will use its resources to meet expected need over a 3 – 5-year period

**Ofsted:** The independent regulator and inspector of education and skills providers, and children’s social care in England

**Pedestrianisation:** The process of changing vehicle access to a street or public area to improve the safe use of the area for pedestrians

**Prevention focused:** Pro-active policy designed to reduce the likelihood of problems occurring in the first place. This can apply to supporting people and making sure that physical things (such as homes) are safe and strong

**Regeneration:** The improvement and revitalisation of certain areas through investment and creating new homes, jobs and improved public spaces

**Regional Spatial Plan:** A strategy outlining how regions – like the West of England – will develop and change over a long period of time. Spatial plans focus on how a place will deliver new housing, improve transport and make sure that space is used to support the economy in the area

**Registered Providers (RPs):** Organisations providing social housing in England

**Resident Parking Zones (RPZs):** A specific area where parking is controlled by local authorities to make it easier for residents, businesses, and visitors to find parking

**Single Corporate landlord:** A process where all the land and buildings that the council owns is managed collectively (rather than by individual departments)

**Strategic corridor:** Specific areas where changes are made to improve transport between where people live, work and socialise. These ‘corridors’ often involve improving different travel options such as buses, cycling and walking.

**Structural inequalities:** Systemic disadvantages faced by certain groups within society due to ingrained social, economic, and political systems

**Supported Living:** Housing where support or care services are offered to help individuals live as independently as possible, whilst ensuring they are safe and have their needs met

**Transformation Plan and operating framework:** The plan sets out how the council will become more efficient and effective as an organisation, and the framework sets out the overarching way teams will be expected to work in the future

**UK’s Core Cities:** An alliance of the 12 largest UK cities outside of London focusing on gaining financial investment and policy change which improves outcomes for cities and city regions

**Workplace Parking Levy (WPL):** A scheme which charges employers for the parking spaces they provide, aimed at reducing traffic congestion and promoting sustainable transport

**Youth and Play Grant Fund:** Funding provided by Bristol City Council to a variety of youth and play organisations across the city

**Youth Zone:** A central location whereby a larger number of children and young people can access activities, services and support in one place.

