



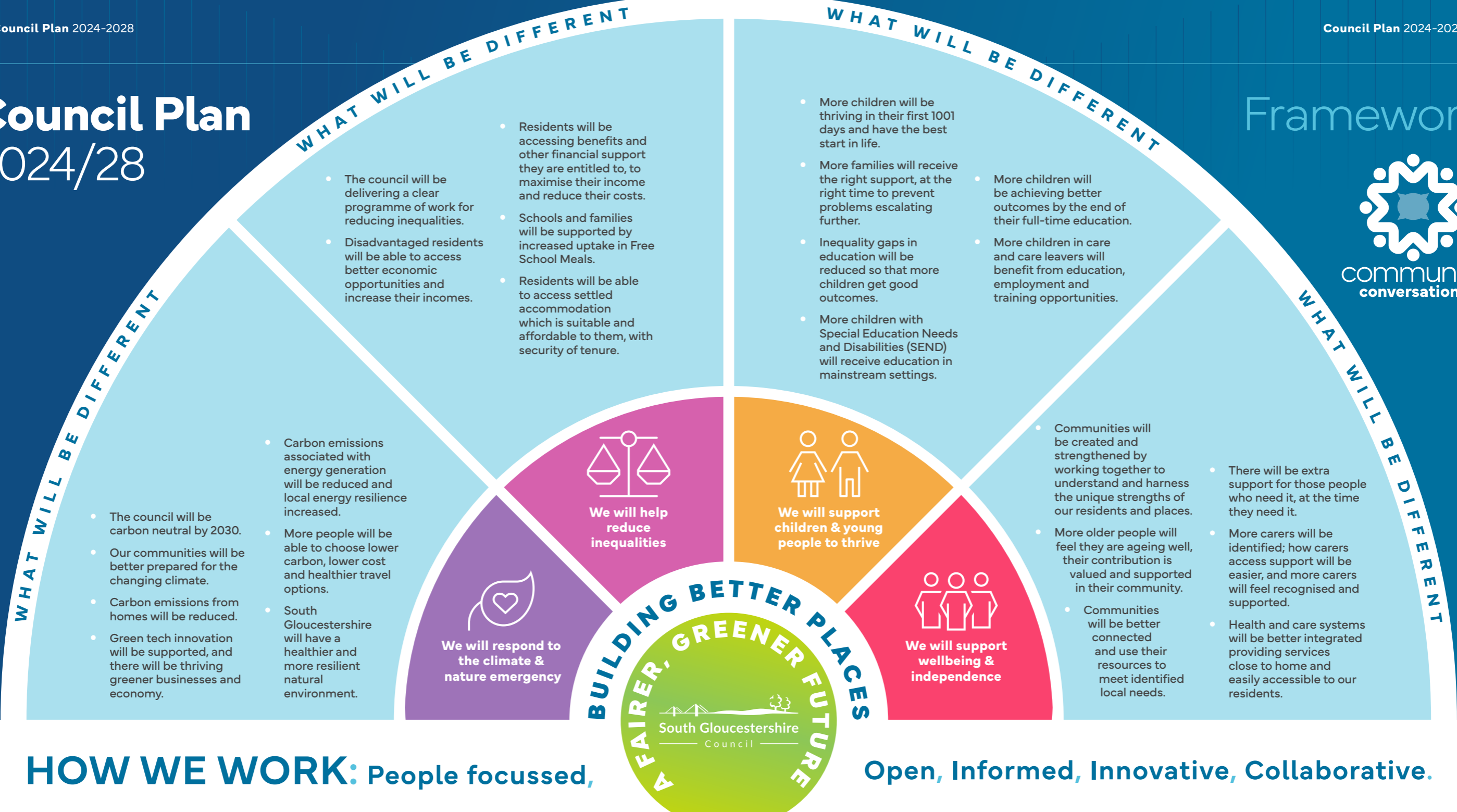
Delivering for you

2024/28

Council Plan

Council Plan 2024/28

Framework



HOW WE WORK: People focussed,

Open, Informed, Innovative, Collaborative.

Leader and Co-Leader foreword

Over the past year, our partnership administration has worked collaboratively to set a new direction for the council. This plan shows our commitments to our residents, partners and communities. Grounded in hundreds of conversations with local people, this document sets out how we will play our part in creating a fairer, greener future for the places we call home.

For too long, our district has been one of the country's best kept economic secrets. We have a world class mix of organisations offering high tech innovation and dynamic small and medium enterprises. Our communities are strong and resilient, and our towns and villages are surrounded by beautiful countryside. However in the next decade we expect we will all continue to face serious challenges. An expanding and attractive economy offers opportunities however it inevitably comes with a larger population. We need to ensure that we all have good secure affordable homes. Our transport network needs upgrading to make it easier for everyone to get around the district, and for more people to be able to choose alternatives to the car. We must protect nature, reach net zero and help our communities adapt to more extreme weather.

This plan is our overarching strategy for the council. It sets out the key actions we will take during the next four years to set our district on course for a greener, fairer future over the next decade. It does so against the backdrop of a long running financial crisis in the local government sector.

As a new administration in South Gloucestershire, we did not ask for the hard choices that have come with austerity, low growth and inflation, but we are determined to manage them in the best and most efficient way possible. South Gloucestershire Council has always had a track record of sound financial management which will remain the foundation of everything we do.

While the bulk of our money is rightly spent on those who need it most – children, the elderly and the disabled - we also have a vital role as a champion and steward of the district's towns, village and countryside. Our promise is to strike the right balance between secure, affordable homes, improved public transport and social infrastructure, climate and nature. We will work to address inequality in all that we do, and will report back annually on the progress we are making from everyone in the district.



We believe that together we can build the fairer, greener future we all want for our places and communities.

We operate in a world of complex partnerships that include the West of England Combined Authority and numerous agencies and organisations such as the NHS, the Police and central government departments. But even where we do not have the powers we would like we will raise our voice to get the best result. We will be honest and open with our residents about the challenges and trade-offs we face and when we can't do what residents want, we will clearly explain the reasons why.

We know from our conversations with residents, the voluntary sector and our town and parish councils that the goals in this plan are widely shared across the district, and that local people want to be part of shaping the future of their communities. The message we have heard – loud and clear – is that you know South Gloucestershire Council cannot achieve any of these goals on its own. Through our Community Conversations programme, we have already begun the work of becoming more open, engaging and collaborative, and we will go further over the next four years.

Cllr Claire Young

LEADER

Cllr Ian Boulton

CO-LEADER

South Gloucestershire Council



Our promises: action today for a brighter tomorrow

The next four years must be a turning point for South Gloucestershire. By making the right choices now we can grasp new opportunities, take early action on emerging challenges and start to reverse the growing inequalities in our district.

We must plan for a growing, ageing and more diverse population over the coming decades, while building the right infrastructure and protecting our natural environment.

We must play our part in limiting the impact of the climate and nature emergency, reducing emissions, restoring nature, and ensuring our communities are prepared for more extreme weather and flooding.

We must also play our part in restoring social infrastructure and tackling inequalities that have been impacted by the pandemic and public sector budget cuts.

This plan aims to put South Gloucestershire on the right path for the coming decades by:

1. Driving the green transition with a focus on renewable energy, heating, green infrastructure, nature recovery, and low carbon transport choices.
2. Acting now to start reducing inequalities to at least pre-pandemic levels and then beyond.
3. Ensuring the next generation gets the best start in life and that every child is able to thrive.
4. Strengthening social infrastructure and taking action now to improve community climate resilience and reducing long-term health inequalities.
5. Building better places using our powers in planning, transport and housing, our strong voice in the West of England Combined Authority and our influence with central government.

About this plan

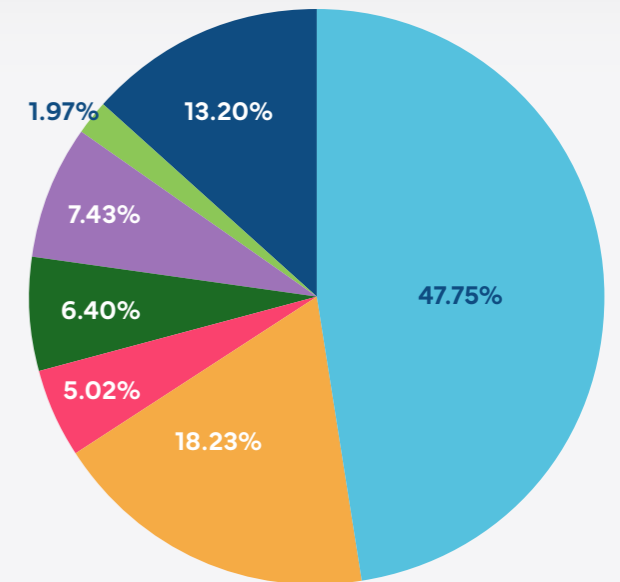
The council plan is our key corporate strategy. By setting out our priorities, it helps residents and partners to understand our agenda for change, and it means they can hold us to account for delivery. The plan will direct how we set our budget and will give clear direction to the other strategies we produce.

We deliver hundreds of vital services to residents every day and we cannot hope to capture all of them in this plan. Instead, our goal is to identify the key activities that will help us deliver our vision of a fairer, greener future.

This is the council's plan, but we know that many of these goals can only be delivered by working with our partners and our communities. This is why our actions, outcomes and priorities are aligned to those of wider partnership strategies such as the Integrated Health and Care Strategy and those of the West of England Combined Authority.

The challenge of reducing inequality sits at the heart of the plan. It forms a key goal in its own right but is also important to everything we do. To recognise this, we will provide an annual review of the impact of the plan using a new inequalities scorecard that we have tested and developed with local advocacy groups.

HOW YOUR COUNCIL TAX IS SPENT ON THE SERVICES WE PROVIDE 2024/25



- Supporting vulnerable adults
- Supporting vulnerable children
- Education and skills – council funded
- Roads, parks, transport and the environment
- Waste and recycling
- Libraries and safe communities
- Other services, support services and levies

The draft scorecard can be found towards the end of the document.

South Gloucestershire at a turning point



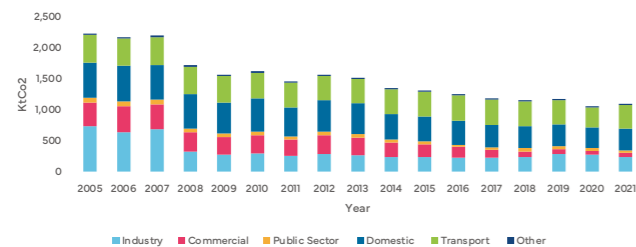
The decisions we make today will determine the shape of our district for the next decade. By acting now to turn the curve, we can create places that are liveable, sustainable, healthy and resilient for the future.



Going further on climate and nature

We are delivering nationally-leading work to reduce the district's emissions and restore nature, but our plans do not go far enough. We must find ways to tackle a further 500-600 kilo tonnes of carbon to meet our net zero goals, manage more land positively for nature, increase tree cover, improve our water catchments, and adopt and carry out a Climate Change Adaptation Plan.

South Gloucestershire Carbon Dioxide Emissions 2005-2021



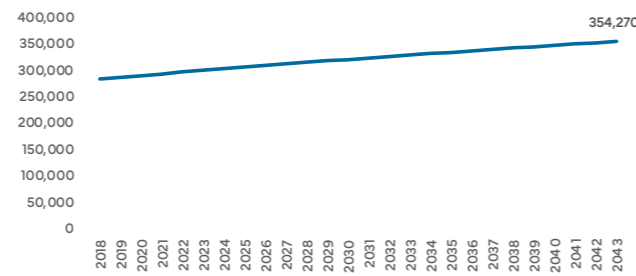
Source: South Gloucestershire Council's Quality of Life Report 2023



Better social and community infrastructure for a growing population

Our population is growing, ageing and becoming more diverse, but we don't have the housing or transport infrastructure we need to help everyone lead a healthy and fulfilling life. We need to work with our partners to deliver a wider range of secure affordable homes.

Population trends – South Gloucestershire 2018-2043



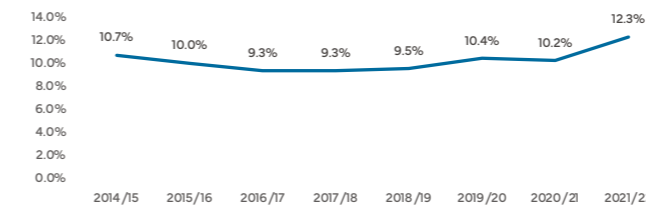
Source: ONS This data uses the latest available population projections published by ONS with mid-year 2018 as the base figure



Acting against rising inequalities

Our district is an economic powerhouse with high productivity and low levels of relative deprivation, but levels of inequality are starting to rise. We need to act now to reverse the trend.

Children in relative low income families (under 16s) 2021/22



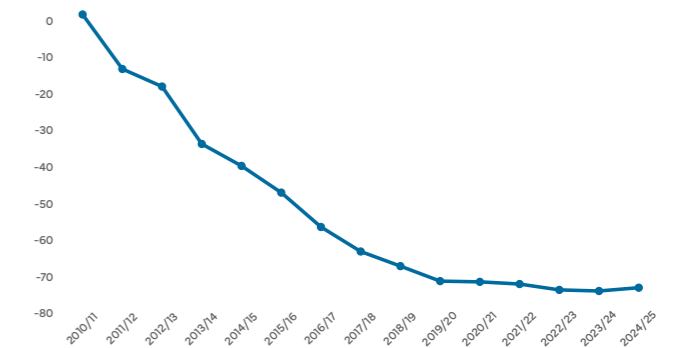
Source: South Gloucestershire Financial Security Dashboard



Tackling a tough financial position

In common with councils across the country, we have to achieve these goals in the context of declining central government funding.

Settlement funding to South Gloucestershire has fallen by 75% since 2010/11



Source: House of Commons Library

OUR VISION: A fairer, greener future



The 2020s are a pivotal decade. We must play our part in responding to the climate and nature emergency and act to overcome the inequalities between communities and different areas, which were made worse by the pandemic. There are opportunities and challenges that come with a changing population and the decisions that we take now will shape our area now and for the next generation.

Our vision is of a South Gloucestershire that is greener, fairer and more inclusive. We must seek the economic opportunities of the green transition and help our communities adapt to extreme weather and increased flooding, and we must act now to stem rising inequality, or risk a district divided between rich and poor.

This is no small ambition. The national economic picture is difficult for our residents, communities, businesses and the council itself. Despite this, we are determined to start today, by making the right decisions for today's residents and generations to come. Our towns and villages have a rich history of innovation, from mining the coal that fired the industrial revolution, to building the aircraft that today link the world.

We must now harness that same bold spirit as we move from the era of fossil fuels and deliver the opportunities of clean energy, nature recovery, artificial intelligence and the life sciences. South Gloucestershire has been, and continues to be, the home of innovation. We want to harness this for the future.

As a council, we will play our part in the green transition. We will reduce emissions from our own operations, enable scaling up of investment in climate and nature, encourage green technology and business innovation, and use our powers in housing and transport to deliver sustainable solutions. We will work with communities to manage the impacts of the changing climate and take action to protect, restore and enhance nature across our area.

The transition to a sustainable economy must not leave anyone behind. We will ensure our services continue to support the best possible start in life for children and young people, enable older people to live independently and take steps to create an age-friendly district. We will go further, by reviewing the council's approach to inequality, implementing the new Tackling Inequalities Plan to increase economic inclusion, improve access to services and, ultimately, to improve outcomes for everyone.

It is critical that we build enough of the right type of homes, supported by the right social and physical infrastructure and improved travel choices. While we do not have the powers to achieve this goal on our own, we will be a strong voice for South Gloucestershire in the West of England Combined Authority, regional partnerships and with central government.

The council is embedded in a network of communities, towns, villages and parishes and we work closely with a range of voluntary sector groups as well as other public and private sector bodies. We know that everyone must work together if we are to achieve the goals set out in this plan. Our new Community Conversations approach is about working in an open, engaging way so that everyone can get involved and play their part.



Residents have asked us to focus on housing, transport, climate and nature



As part of our Community Conversations approach to open engagement with residents, we ran a series of face-to-face events and an online survey to understand community priorities.

The three top issues – housing, transport, climate and nature – form the core of this plan. ”

What is your greatest hope for your local area over the next 10 years?



Housing

- “More affordable housing,,
- “Careful choices for new developments,,
- “Not spoiled by over-development,,
- “Stop building without infrastructure,,



Climate and Nature

- “An increase in biodiversity,,
- “South Glos reduces carbon emissions to near zero,,
- “Protect green spaces,,



Transport

- “A reduction in traffic,,
- “Improved public transport,,
- “Choices other than a car for getting around,,
- “Deal with poor road conditions,,

GOAL

1

We will respond to the climate and nature emergency

Climate change is not a distant threat to South Gloucestershire, but a present reality that already has implications for our communities and public services. The impact will be hotter, drier summers, warmer winters with more rain and more flooding as sea levels rise. In 2022/23 alone the south of England recorded rainfall of 153% of the 1991-2020 average.

Carbon emissions in South Gloucestershire have roughly halved since 2005, but the pace of change needs to increase significantly to meet our ambitions. Even with our current programme we are likely to have a gap of up to 600 kilo tonnes of CO2 remaining by 2030, which is equivalent to the annual mileage of around 375,000 cars.

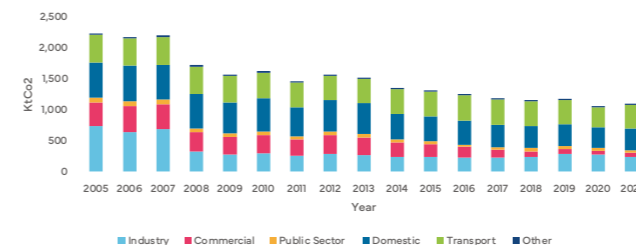


The council is committed to responding to the climate and nature emergency and already delivers and reports on an annual action plan. The key areas where we need to do more to reduce carbon emissions are homes, businesses, transport, waste, renewable energy and agriculture.

Our goals for nature are to double the tree canopy; for 30% of land to be managed positively for nature; to connect sites with natural habitats and to improve river catchments. Travel solutions are key. These will need to include secure affordable, reliable well-

connected and low carbon alternatives to help reduce traditional car use, including mass and public transport. Electric Vehicle (EV) use is increasing, and we are currently seeing more than 500 new charge-points installed every year.

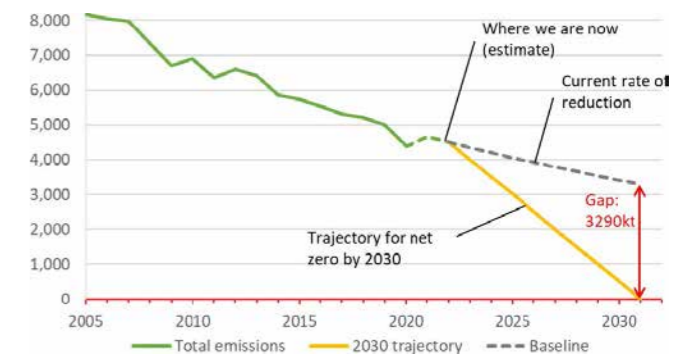
South Gloucestershire Carbon Dioxide Emissions 2005-2021



Source: South Gloucestershire Council's Quality of Life Report 2023

The amount of waste the district sends to landfill has reduced because of increased tonnages of recycling and the increased use of energy from waste. Over the next four years we will continue to focus on increasing recycling further to reduce the amount of waste that goes elsewhere.

West of England trajectory to net zero (kt CO2 per year)



Source: State of the West of England: Emerging Evidence DESNZ, 2023

We need to accelerate our work to prepare for the local impacts of a rapidly changing climate, and adopt and deliver our Climate Adaptation Plan.

⇒ GOAL

1

We will respond to the climate and nature emergency

Deliver our climate change and adaptation plans

Decarbonise homes, businesses and transport

Help nature recover

What we will do

What will be different

- Deliver the projects in our annual Climate and Nature Emergency Action Plan.
- Trial a carbon budgeting system for the council and its suppliers of goods and services.
- Develop and deliver an Adaptation Strategy and Action Plan.

- The agreed priorities of our response to the Climate and Nature Emergency will be delivered.
- Our commitment to be a carbon neutral council by 2030 will be achieved.

- Ensure more new and existing homes include zero energy and decarbonised heating solutions, and provide home energy advice.
- Support strategic heat and cooling networks including potential for heating from mine water.
- Work with local businesses to reduce emissions, and support innovation in green technology.
- Support increased renewable energy capacity with a focus on community energy.
- Promote low carbon travel including public transport, Mass Transit, active travel and rollout of Electric Vehicle (EV) charging infrastructure.
- Secure new waste contract to improve recycling levels.

- Our communities, infrastructure, natural environment and services will be more resilient, especially for those with health risk vulnerabilities.
- Domestic heating will be decarbonised and community resilience to extreme weather events including heat and flood increased.
- Green tech innovation is supported, and there are thriving greener businesses and economy.
- Carbon emissions associated with energy generation will be reduced and local energy resilience has increased.
- More people are able to choose lower carbon, lower cost and healthier travel options.
- Carbon emissions associated with travel will be reduced.

- Deliver work towards our Nature Recovery goals to double tree canopy cover, manage land positively for nature, connect sites for nature, and improve our river catchments.

- The natural environment will be healthier and more resilient. Tree canopy cover will be increased, more land will be managed positively for nature, nature sites will be better connected and river catchments improved.
- Our parks and green spaces will be improved in both existing and new communities for people and nature.

GOAL

2

We will help reduce inequalities

The South Gloucestershire economy has the highest levels of productivity in the South West. We benefit from major employers such as Airbus, Rolls Royce, Friends Provident and the Ministry of Defence as well as a strong small and medium-sized enterprise (SME) sector. This has contributed to our ongoing population growth and low levels of relative deprivation.

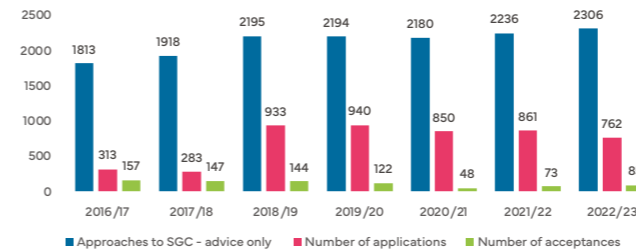
But not everyone in South Gloucestershire is able to benefit from this success. In the wake of the pandemic, recent economic shocks and the rising cost of living, the data clearly show that we face rising poverty. Parts of the district have suffered from long-term deprivation and many of our communities have difficulty in accessing essential public services or appropriate employment.

We need to recognise and celebrate diversity, which makes us culturally richer, and work to ensure that the benefits of our economy are shared by all. This plan has an accompanying inequalities scorecard which will ensure an ongoing focus on issues affecting ethnic minorities, our LGBTQ+ communities and other protected characteristics.

Residents have told us that we should focus on access to health, housing, education and employment as our priorities.



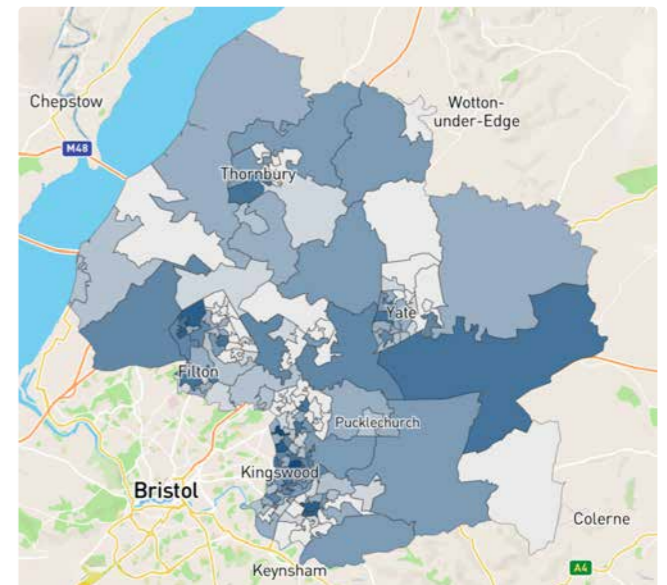
More people are seeking advice on becoming homeless



Source: South Gloucestershire quarterly housing performance report

We will take these priorities forward with partners such as the West of England Combined Authority and National Health Service (NHS). The council has limited powers to address inequality directly, but we can work in partnership with others to ensure people can access the best possible financial support, find help to get into work and the public services they need.

Indices of multiple deprivation 2019 (darker is relatively more deprived)



Source: MHCLG open data English Indices of Deprivation 2019

GOAL

2

We will help reduce inequalities

Deliver our plans for tackling inequality

Improve access to health, education and skills services

Tackle the root causes of crime

Ensure people get the financial help they need

Improve access to secure affordable homes and address homelessness

What we will do

What will be different

- Deliver the council's Tackling Inequalities Plan with an initial focus on health and wellbeing, educational attainment, employment and housing.

- The council will be delivering a clear programme of work for reducing inequalities.

- Bring together our partners from the West of England Combined Authority, the National Health Service, (NHS), education system, Voluntary, Community and Social Enterprise (VCSE), the Violence Reduction Partnership and parishes to develop a long-term, shared agenda for improving access to health and education services, grounded in lived experience.
- Work with the West of England Combined Authority to ensure people in South Gloucestershire have the skills to secure good local jobs. Improve access to skills development and facilities for people living in Kingswood and the East Fringe.

- Disadvantaged residents can access better economic opportunities and increase their incomes.

- Work together with partners to provide a public health approach to violence reduction, focussing on understanding the cause of violence and why people get drawn into a life of crime.

- Early identification of risk and vulnerability to address the underlying causes of violent crime. Delivering of bespoke care plans, specialist interventions and/or work with the family and education service to ensure diversion is achieved.

- Lead a communications campaign to ensure residents are aware of financial advice and support from all sources.
- Ensure residents access the welfare benefits and other financial support they are entitled to.

- Residents can maximise their income and reduce their costs.
- Schools and families are supported by increased uptake in Free School Meals.

- Deliver a wider range of housing options, including more secure affordable homes, through the Local Plan.
- Develop and deliver an action plan to address growing homelessness pressures.
- Deliver secure affordable and supported housing to improve outcomes for priority need groups.

- Residents can access settled accommodation which is suitable and affordable to them, with security of tenure.

GOAL

3

We will support children and young people to thrive

Families come in many shapes and sizes, and in South Gloucestershire we want them all to thrive. To get the best start in life, all of our children need love and support from those around them.

There are just over 62,500 children living in the district, with more than a quarter aged under four. Some of the highest concentrations of children live in Emersons Green, Staple Hill, Thornbury, Mangotsfield and Stoke Gifford.

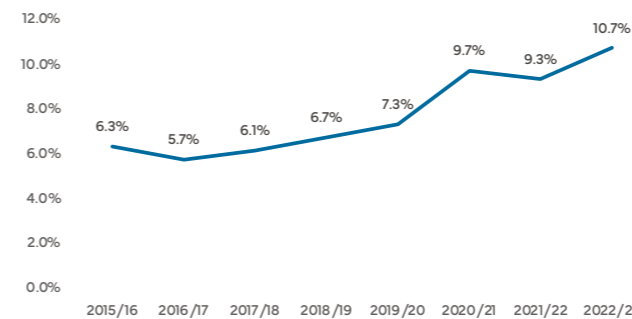
Inequality in South Gloucestershire is starting to increase. There have been increases in the rate and number of vulnerable children being referred to social services and the Violence Reduction Partnership and we are seeing the emergence of disparities along ethnic lines.



There have been increases in the proportion of the school population that are eligible for Free School meals. There are also increases in the number of children with a Special Educational Need (SEN).

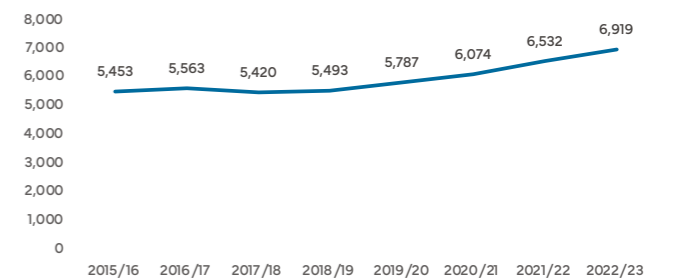
A relatively high number of our care leavers are not in education, employment or training. We need to take action to improve the outcomes for all our children.

Percentage uptake of free school meals 2022/23



Source: South Gloucestershire Financial Security Dashboard

Total headcount of pupils in schools with SEN in South Gloucestershire



Source: Department for Education



⇒ GOAL

3

We will support children and young people to thrive

Deliver good foundations and early help for all children

Improve educational opportunities

Support children in care

Maintain a range of youth activities across South Gloucestershire

What we will do	What will be different
<ul style="list-style-type: none"> • Work together with partners to provide a multi-agency programme to focus on early years development. • Refresh and deliver the Early Help Strategy and action plan. 	<ul style="list-style-type: none"> • More families receive the right support, at the right time to prevent problems escalating further. • More children thrive in their first 1001 days and have the best start in life. • More children, young people and their families are involved in care-planning.
<ul style="list-style-type: none"> • Provide high quality local education places for all children and young people close to home and in their community. • Deliver our equality in education programme to reduce exclusions and further support mental health to improve attendance. • Secure more specialised places for children with additional needs and improve communication with parents and carers. • Improve access to skills development and facilities for people living in Kingswood and the East Fringe. 	<ul style="list-style-type: none"> • More young people will be achieving better outcomes by the end of full-time education, increasing their chances of secure well paid employment. • Inequality gaps in education are reduced so more children get good outcomes. • More children with Special Education Needs and Disabilities (SEND) receive education in mainstream settings.
<ul style="list-style-type: none"> • Support Care Leavers into work or training to minimise Not in Education, Employment and Training (NEET) status. • Support other organisations to take on a stronger corporate parenting role. • Develop new, local, residential provision for children in care in South Gloucestershire. 	<ul style="list-style-type: none"> • More children in care and care leavers benefit from education, employment and training opportunities. • We will be excellent corporate parents for our children in care and care leavers. • More children will remain in local provision within their communities.
<ul style="list-style-type: none"> • Embed and monitor the Youth Activities Offer procured in 2023, which includes the addition of a new mobile youth work van. 	<ul style="list-style-type: none"> • Young people will have access to sufficient educational leisure-time activities which are for the improvement of their well-being and personal and social development, known as 'Positive Activities'.

GOAL

4

We will support wellbeing and independence in our communities

South Gloucestershire residents tend to have better than national average health outcomes. But with a growing, ageing and diversifying population the over-65 age group is projected to grow by more than a quarter over the next 15 years – we need to act to narrow some significant inequalities and ensure we can support our older residents.

We must respond to this continually growing need by building on the strengths of our communities and by removing the social barriers that get in the way of people living their lives to the full. The council must also address this need through our mainstream services. By creating conditions in which more older people can live independently in their own homes, and

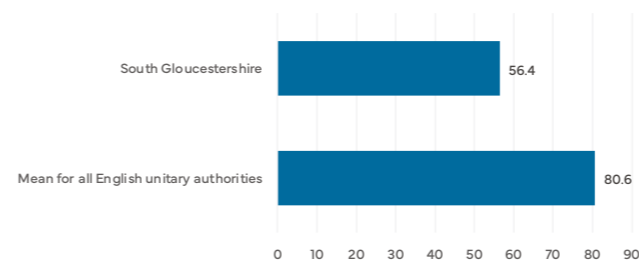


in which both young and old play an active role in community life, the council can support intergenerational and integrated communities that support everyone’s physical and mental wellbeing.

Despite generally good health in the district, there are still significant inequalities in areas such as alcohol-related illness, preventable deaths and obesity, and our population suffers from above average levels of depression. As a partially rural district, we also face particular challenges in helping our less mobile residents to access the services they need.

There is work to do to improve outcomes for adults with learning disabilities, who are less likely to live independently, and the proportion in paid employment has fallen in recent years.

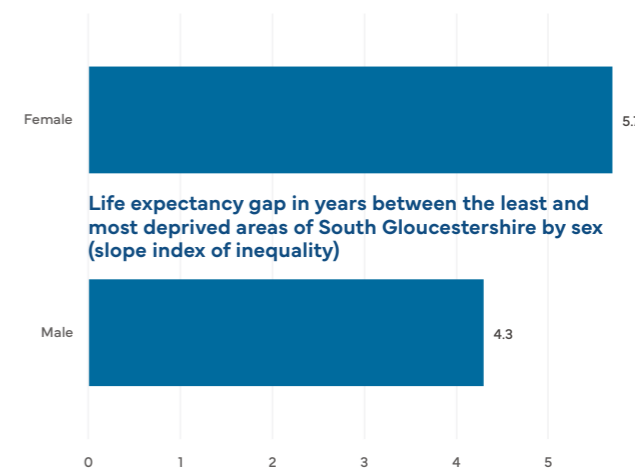
% of adults with learning disabilities who live in their own home or with family (2021/22)



Source: Department for Education

We will work to support people within our new and resettling communities moving into the area to thrive in education and employment, and to access housing, health and wellbeing services.

Inequality in life expectancy at birth 2018-20



Life expectancy gap in years between the least and most deprived areas of South Gloucestershire by sex (slope index of inequality)

GOAL

4

We will support wellbeing and independence in our communities

Improve health & wellbeing for everyone

Build strong, age-friendly communities

Protect the most vulnerable

Provide better support for service users and carers

What we will do

- Implement actions to support people to stop smoking and prevent them starting.
- Deliver a healthy weight declaration in South Gloucestershire.
- Develop and deliver a physical activity and leisure strategy.
- Evaluate the Prevention Fund impact and identify future actions.
- Work with partners to continue development of community based mental health services in South Gloucestershire.

- Deliver Asset Based Community Development approaches with partners, including our vibrant community groups.
- Develop and implement with older people, community groups and other partners our Age Friendly Strategy.
- Encourage communities to support each other and assist people to help themselves.
- Work towards 15-minute communities.

- Develop and deliver the 2024/28 domestic abuse strategy.
- Develop responsive Safeguarding services.
- Promote access to adaptations for those who need it at the time of need.
- Deliver a trauma-informed workforce.

- Implement actions prioritised by carers themselves in our 23-28 Carers Strategy.
- Improve care and support provision through Commissioning Transformation.
- Complete a review of current and future health and care needs with health partners to inform development of better integrated services which are easily accessible to our residents and meet their needs..
- Improve the provision of information, advice and guidance (IAG).

What will be different

- More people will live longer and healthier lives.

- We will strengthen existing communities and support new ones by working together to understand and harness the unique strengths of our residents and places.
- More older people will feel they are ageing well, their contribution is valued and supported in their communities.
- Communities will be better connected and use their resources to meet identified local needs.

- There will be extra support for those people who need it, at the time they need it.

- More carers will be identified by themselves or agencies. Carers will find it easier to access support, and more carers will feel recognised and supported.
- Health and care systems will be better integrated providing services close to home and easily accessible to our residents.

GOAL

5

We will build better places, with secure, affordable housing and good, sustainable transport links

South Gloucestershire's population has increased by 10.5% over the past decade and is expected to grow by a further 20% by 2043. This will create demand for more than 20,000 new homes and place additional strain on our transport network. Housing affordability is worsening, with people priced out of the market, unable to buy and facing rising rents. The council is committed to securing at least 5,000 new secure affordable homes, to rent or buy over the next 15 years.

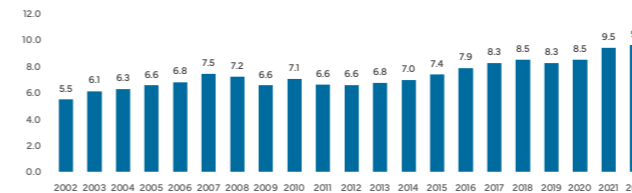
We also need to retrofit homes and deliver new energy efficient housing which reduces bills and carbon emissions, and helps protect everyone from the changing climate. If we do not get these two areas right, we will struggle to achieve our other four goals. Residents have been clear that their priorities are ensuring that new development is sensitive to the natural environment and supported by social and transport infrastructure. We also recognise the need to celebrate South Gloucestershire's unique identity, history and sense of place and will ensure that heritage considerations are integrated

into our regeneration activity. The council's main direct power over new housing comes through the planning system, but we can also encourage and support investment in existing housing stock, to help ensure it better meets our residents' changing needs.

The new Local Plan will set out where we want to approve new homes, including affordable homes, as well as the vital transport links and policies on climate, nature and heritage, which will mean new homes enhance our communities and are supported by the timely funding and delivery of necessary social and physical infrastructure. The adoption of the new plan will give us more power to shape new development, and the amount, location, type and quality of new housing that is provided.

We will work with the West of England Combined Authority and prioritise better public transport links to education, employment and healthcare. We will also work with partners to deliver the regional Local Nature Recovery Strategy to ensure that nature and green infrastructure are at the heart of planning and

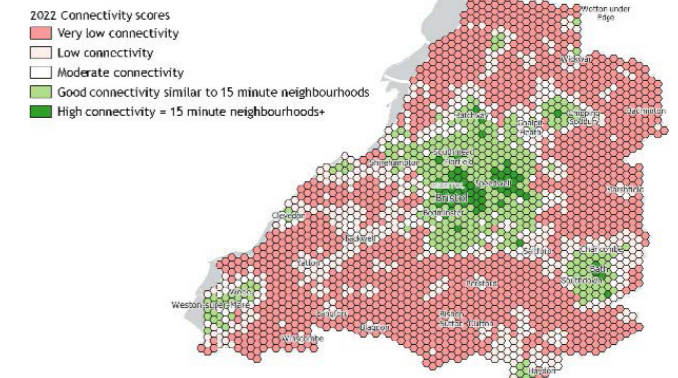
Ratio of median house prices (existing dwellings) to median gross annual residence-based earnings (low is good)



Source: ONS, LGINform

place making. The needs of pedestrians, cyclists and wheelchair users will be designed into the heart of our plan-making, both by delivering and developing strategic corridor schemes and striving to fill the gaps in accessing them. We will work with the West of England Combined Authority as they develop a transport plan to decarbonise the transport network and to ensure that new housing development has sustainable transport links.

Connectivity to public services 2022



Source: State of the West of England emerging evidence WECA TAF: ONS (Access to products and services, 2022)

We want to give all residents access to economic opportunities and real choices beyond the car.

GOAL

5

We will help build better places – transport

Create more travel choices

Support active travel

Improve transport links

What we will do	What will be different
<ul style="list-style-type: none"> • Work with the West of England Combined Authority to protect transport choices to health, education and employment. • Work with the West of England Combined Authority to deliver the Bus Services Improvement Plan (BSIP) programme (enhance services, fares incentives). • Work with the West of England Combined Authority to develop a mass transit solution for the region. 	<ul style="list-style-type: none"> • Climate emergency objectives are supported, young people have better access to skills, training, education and employment and more inclusive communities provide people with opportunities to remain in their chosen community. • More people will be able to travel by public transport. • There will be less traffic congestion.
<ul style="list-style-type: none"> • Produce an active travel strategy which prioritises the needs of walkers, cyclists and wheelers. • Deliver our current active travel infrastructure programme City Region Sustainable Transport Settlements (CRSTS 1). 	<ul style="list-style-type: none"> • Sustainable travel is a real and attractive option to residents. • More people are walking and cycling. • The health benefits of active travel are being experienced.
<ul style="list-style-type: none"> • Work with the West of England Combined Authority to develop the next Joint Local Transport Plan. • Work with the West of England Combined Authority to develop the pipeline of schemes for CRSTS 2. • Develop infrastructure solutions and a strong policy framework to support sustainable growth. 	<ul style="list-style-type: none"> • Healthy, active communities with real transport options are developed. • There is a clear plan to deliver transport decarbonisation.



GOAL

5

We will help build better places – housing

Shape development in South Gloucestershire

Deliver our plans for better housing

Support housing associations to deliver secure affordable, lower carbon homes

Engage hard to reach and vulnerable tenants

What we will do

What will be different

- Deliver a local plan which will make provision for the overall amount of new homes we need to provide ensuring these are plan-led and sustainably located, energy efficient, affordable and secure.

- There will be a renewed focus on zero carbon homes and energy efficient homes, delivering gain for nature and ensuring good social and physical infrastructure is included in new developments and speculative development will be reduced.

- Deliver the objectives in our Housing Strategy.
- Develop and deliver an action plan to address growing homelessness pressures.

- The choice and affordability and sustainability of homes will be improved, independent living will be promoted, accessibility increased and those in greatest need prioritised.
- More residents will be able to access settled accommodation that is suitable and secure affordable to them, and rough sleeping in the district will be reduced.

- Work in partnership with Homes West and providers of supported and specialist housing to deliver more high-quality secure affordable homes.
- Work in partnership with Housing Associations to improve their existing homes and to reduce carbon emissions.

- Outcomes for people in need especially priority need groups will be improved.
- Carbon emissions from homes, and energy bills will be reduced.

- Work in partnership with Housing Associations to engage more with their hard to reach and vulnerable residents.
- We will support people to maintain and adapt their homes to meet current and future needs.

- Residents should be able to help themselves access opportunities and feel part of a local community.
- Independence and quality of life will be improved for more people.



How the council will deliver this plan

Delivering this plan means we must continue our work to reform the council to be as productive and effective as possible. Key principles that underpin this include:

People focussed

We will build on the council's existing corporate values – known internally as WE CARE – developing a programme of organisational development that embeds openness, information, innovation, collaboration and a one council approach into the way we work and train our staff.

Innovative

We will continuously improve everything we do by reviewing our processes and trialling new technologies such as artificial intelligence to save money, improve customer access, engage better with residents, and gather data to inform decision-making and innovation. We will seek new ways to access national and other funding streams and look further at how can we use our money differently.

Open

We will develop our Community Conversations approach so that all of our biggest decisions are informed by resident views.

Informed

We will create a data strategy so that our decisions are always informed by the best possible analysis, and we will openly publish as much of this data as we are legally able.

Collaborative

We will work with our communities and partners to deliver our vision for housing and transport, improve health and education outcomes and create stronger, safer communities.

Our priority strategies to drive change within the council are:

1. South Glos Together (Our people strategy) We will create a people, organisational development and culture strategy that helps us secure the best staff, fosters shared organisational values and commitment, and encourages openness, innovation and use of evidence.
2. Community engagement strategy: we will establish a pipeline of innovative new approaches to taking decisions with residents.
3. Digital, customers and data transformation strategies: we will bring forward proposals to further automate and digitise services to improve customer access and experience. We will implement a data transformation programme to dramatically improve our ability to analyse information, supporting personalised services.
4. Reviewing how we use our estate and assets to support our goals and adapt to changing needs.
5. Partnerships review: our goals involve working in partnership with others to be successful. We will review our approach to partnerships to ensure that we continue to play the most effective role possible.
6. All of this will be underpinned by continuing to focus on financial excellence through our Medium-Term Financial Strategy and resource planning process.



Community Conversations: our commitment to partnership and openness



community conversations

The council cannot deliver this plan on its own. We are committed to working in partnership with communities, the voluntary, community and social enterprise sector and our town and parish councils to make the greatest possible difference to local people.

We've listened to partners. They recognise that the council is committed to working differently and can see early signs of change, but they have asked us to make a clear commitment to go further.

Our Community Conversations approach will support this. It's about being more open and engaging with our partners and communities.

We know from detailed research about the pride our residents take in their communities, their desire to do more to help out and to have more of a say over council decisions. They have asked us to build adult relationships based on openness, and to engage meaningfully in ways that work for everyone.

What the evidence tells us

In the autumn of 2022 we conducted a representative survey of nearly **5,300** people to understand how they wanted to engage with the council.

People want a more **adult relationship** with us, alongside more openness and transparency.

There is a **strong sense of community pride** but it relates more to towns, villages and suburbs than South Glos as a whole.

People do **want more say** over the things that affect them, with meaningful upstream engagement not 'tokenistic' consultations.

There is opportunity to tap into local pride and **facilitate peoples' relationship** and participation within their place/community.

There is untapped enthusiasm for **helping out** in all manner of areas, but this has to be modern, relevant and supported properly.

If we are going to engage, we need to **mean it** (be prepared to change our mind) and **do it well** (blended to suit residents' needs).

Four ways we will deliver Community Conversations

NEW WAYS TO ENGAGE WITH RESIDENTS

Developing a pipeline of experiments with new techniques such as citizens assemblies and online deliberation.

ASSET-BASED COMMUNITY DEVELOPMENT

ABCD means that the council builds on strengths of our communities, listening to lived experience and including everyone.

STRENGTHENING LINKS WITH PARTNERS

We want to hear more feedback from our partners in the community, so we will strengthen our relationships and hold an annual engagement summit.

CHANGING THE COUNCIL'S CULTURE

Working with our staff we will make the Community Conversations approach the new normal for the council.

Our commitment to tackling inequalities

Inequalities in South Gloucestershire are not always easy to spot, but they are nevertheless very real.

For instance, the district has only two neighbourhoods that are in the top 20% most deprived in England, but those neighbourhoods are home to nearly 30% of our population. Similarly, only 1-in-10 of our neighbourhoods are in the bottom 20% for education, skills and training, but more than 1-in-5 of our under-18s live in these areas.

This inequalities scorecard sets out how we will ensure no one is left behind by the actions in the council plan. We will use this tool to break down average figures and look at the impact of our work on different protected characteristics, identifying places where disparities are emerging. The scorecard has been tested with local voluntary and community sector and advocacy groups to ensure it is robust.

The scorecard relates only to the council plan and does not seek to measure all inequalities in the district. It will be reported annually alongside our broader Tackling Inequalities Plan, starting in 2025.

KEY

- Targets not met. There is none or very little progress is being made.
- Targets are not met but there is evidence of some progress being made.
- Targets are met and there is good progress being made.

Scorecard contains mock data for illustrative purposes.

GOAL	MEASURE	RATING
1. We will respond to the climate and nature emergency	1.1 Improvement in Energy Performance Certificate (ECP) rating of private rented properties.	
	2.1 Number of affordable homes delivered by area and type.	
2. We will help reduce inequalities	2.3 Viewpoint panel shows communities feel more hopeful about the future.	
	2.4 Number of people in the lowest quartile of the Indices of Multiple Deprivation.	
	2.5 Number of low income families.	
	2.6 Free school meals eligibility and take-up.	
	2.8 Number of homeless people.	
3. We will support young people to thrive	3.1 Percentage of children achieving a good level of development at 2-2.5 years old.	
	3.5 The proportion of young people achieving good outcomes at Key Stage 4 and Key Stage 5.	
	3.10 The number of young people not in Education, employment or training (NEET).	
	3.11 Rates of persistent absence.	
	3.12 Number of foster carers.	
	3.13 Number of Care Leavers not in education, employment or training (NEET).	
4. We will support wellbeing and independence in our communities	4.5 Childhood obesity rates.	
	4.6 Young people's mental wellbeing.	
	4.8 Number of placements into residential care and rates of placements happening at an older age.	
	4.10 Carers satisfaction levels.	
5. We will build better communities	4.14 Proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital.	
	5.5 Number of homes delivered by tenure and type.	
	5.6 Access to essential services (travel and transport).	
	5.9 Homeless and rough sleeping data.	

How we will know we are delivering: key metrics

“ We want this plan to become reality, so we will track a number of key targets and measures that tell us whether we are making progress. We will regularly publish updates on how we are doing. ”

We will respond to the climate and nature emergency

- Our annual Climate and Nature Emergency progress reporting.
- Decrease in Carbon Dioxide Emissions from the Local Authority Area.
- Council progress towards net zero emissions by 2030 tracked and reported.
- Adaptation Strategy and Action Plan prepared, adopted and annual progress reported.
- Improvement in Energy Performance Certificate (EPC) rating to E or above for all private rented properties.
- Delivery of Strategic Heat and Cooling Network project milestones.
- Annual Increase in renewable energy capacity in communities.
- Annual reduction in transport emissions.
- Annual improvement in recycling rate.
- More trees planted to increase tree cover and connectivity.

We will help reduce inequalities

- Delivery of the Tackling Inequalities Plan 2024-2028.
- Our Viewpoint residents panel shows that communities feel more hopeful about the future.
- Fewer South Gloucestershire communities are in the lowest quartile across all domains of the Index of Multiple Deprivation.
- The number of low income families falls by 10%.
- More of the pupils eligible for free school meals take up their entitlement.
- Fewer pupils are eligible for free school meals.
- Delivery of new homes, including affordable homes, in line with our published targets.
- More people are prevented or relieved from homelessness.
- Number of young people referred for Partnership Intelligence Management Meeting intervention.

We will support children and young people to thrive

- Children have a better level of development - measures to include % of children achieving a good level of development at 2-2.5 years.
- Early Help Strategy and action plan developed and delivered.
- New residential provision developed for children in care.
- There are enough childcare places to meet demand.
- More young people achieve good outcomes at Key Stage 4 and Key Stage 5.
- Percentage of parental preference met for places during admissions round - primary and secondary.
- Percentage of early years settings judged good or outstanding.
- Percentage of schools (primary and secondary) judged good or outstanding.
- No. of children in Education, Employment and Training (EET), Not in Education, Employment and Training (NEET), Unknown.
- Persistent absence falls.
- Number of foster carers.
- NEET rate for care leavers falls.

How we will know we are delivering: key metrics

Wellbeing and independence is supported in our communities

- Smoking rate in adults declines.
- Levels of physical activity increase and more residents have a healthy weight.
- Fewer young people reporting low mental wellbeing.
- Decreasing proportion of people with a low happiness score.
- Age Friendly Strategy developed and delivered.
- A reduction in placements into residential care, and placements happening at an older age.
- Increase in carers identified and receiving support. Carers satisfaction.
- Reablement service usage and effectiveness.
- Reduction in waiting times for a Care Act assessments.
- Increased confidence in reporting and access to appropriate domestic abuse support.
- Increased online access to Information, Advice and Guidance (IAG).
- Increase in the proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services.

Building better places

- Bus patronage returns to pre-pandemic level by 2025 and grows by 24% from that level by 2030.
- Access to essential services is improved (travel and transport).
- Emissions from private vehicles reduce.
- The number of people walking and cycling on strategic corridors increases.
- New communities are delivered that embed low carbon, sustainable travel options.
- Local Plan Delivery Plan milestones achieved.
- Delivery of new homes, including affordable homes, to meet our published targets.
- The range of housing types and tenures to meet need, as set out in the Local Housing Needs Assessment.
- Fewer households will be homeless, and/or rough sleeping.
- Improvement in Energy Performance Certificate (EPC) rating of homes owned by Bromford.
- More residents able to remain in their own homes for longer as their needs change, avoiding the need for residential care.



