


Communities EDM - 2nd Quarter Performance Progress Report (1 April '18 - 30 Sept '18) - [Quarterly PIs]

Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Responsible Manager	Management Comments
Commercialisation									
W2	BCP541	Increase the percentage of household waste sent for reuse, recycling and composting	46.10%	48.75%	46.70%	48.00%	↑	James Perkins	Target achieved in Q2 - in spite of poor yield of garden waste collected due to extreme weather. Year end target expected to be met.
W2	BCP542	Reduce the percentage of municipal waste land filled	20.80%	15.00%	15.00%	17.00%	↑	James Perkins	Q2 target = 17.25%. New treatment contract operated by BWC since November 2017 has dramatically reduced the tonnage of residual waste being disposed of at landfill. Plus new contract for wood wastes during Q2 has further assisted in the achievement of this target.
W2	BCP543	Improve street and environmental cleanliness (percentage of litter) B+ grade or better	47%	48%				James Perkins	No evincible data currently exists to measure this standard. However an environmental and street cleanliness survey is being undertaken in Q3 2018-19 to set this cleanliness benchmark for future reports.
F14	DCM190	Number of formal enforcement actions taken (notices, FPNs, prosecutions)	640	1,000	288	515	↑	Penny Germon	This is a significantly improved position on last year. This time last year the team was very new. The improved performance reflects positively on the neighbourhood enforcement approach.
EC4	DCM191	Levels of engagement with community development work	4,700	3,750	921	1,544	↓	Penny Germon	After a good first quarter, the second quarter results are below target. This is due to a significant managing change process. The expectation is that this will improve next quarter. The performance targets for Community Development will be reviewed and revised for 19/20 to reflect the new service.
F14	DCM192	Number of FPNs served for environmental crime by enforcement contractors	n/a	10,000	2,643	4,282	n/a	Penny Germon	We are still in the pilot phase. Activity this year will inform future years. The number of FPNs is an important measure of activity which we would expect to go down as people change their behaviour. This needs to be balanced with trying out new ways of working and providing a service across the city. Q2 saw fewer FPNs because of a greater emphasis on patrolling areas outside the city centre including Shirehampton, Brentry, Frome Vale & Hengrove. Also, during August an officer worked with BWC fly-tipping crews resulting in 15x fly-tipping FPNs. These were important service developments but resulted in fewer FPNs.
W2	DCM193	Numbers of citizens participating in community clear-ups per quarter	n/a	3,000	808	2,372	n/a	Penny Germon	51 community clear -ups across 20 wards, the majority in Central ward followed by Eastville and Lawrence Hill and one was citywide. 668 bags of rubbish collected and approximately 1645 volunteer hours worked. Target/s will be reviewed for 19/20 to reflect the revised plan and implementation of Environmental Quality Surveys from Autumn 2018.
WOP2	DCM194	Percentage of all enforcement investigations resolved within six months	93.90%	95.00%	92.30%	93.10%	↑	Penny Germon	Significant improvements have been made in the management and processing of noise complaints so that it is more efficient. Even so noise nuisance accounts for about a third of enforcement team case load. 41% of nuisance complaints are from council tenants. Officer caseloads remain high. The team is balancing a number of competing demands such as vehicle dweller encampments and environmental crime.
W3	DCM414	Improve energy efficiency from home installations	28	50	6	3	↓	David White	Delays to the launch of the REPLICATE retrofit scheme has meant that the installations levels have been well below predicted. On top of this the new ECO3 Guidance has not yet been released by the Government. This provides ECO funding for energy efficiency measures to those in fuel poverty. Without it there is no funding we can offer customers and therefore our installation levels have been low.
W2	DCM415	Increase the energy generated by initiatives led by the Energy Service's Investment Team	117kW	130kW	0kW	0kW	↓	Richard Lowe, David White	Delays in starting on Lawrence Hill bus depot this Quarter - completing legal documents. The project requires a 20 year Variation to Deed with First Bus as BCC's tenant. Together with an associated Power Purchase Agreement for 20 years for sale of solar energy. First have a new solicitor not experienced in solar contracts so asked quite a lot of questions about how these work.
W2	DCM544	Reduce the residual untreated waste sent to landfill (per household)	142.5 kg	120.0 kg	50.0 kg	50.0 kg	↓	James Perkins	Q2 target = 60kg. As a result of less municipal waste being disposed of at landfill (BCP542), this indicator continues to reduce, also in line with ongoing waste minimisation and reuse initiatives underway
Communities Services									
WOP2	BCP327	% Corporate FOI requests responded to within 20 working days	80.50%	100.00%	76.40%	75.00%	↑	Tia Corkish	75% is the Q2 figure. The reason we did not hit target is a wide-spread lack of resources within services to deal with cases in a timely manner combined with a lack of ownership and commitment within some services (but not all). The Customer Relations Team within Citizen Services assign 99% of cases within 24 hours to officers, however large services such as Traffic, which is the second largest in terms of volumes behind Bristol Waste, has escalated a lack of resources. The Corporate target of 100% is unrealistic given the complicated nature of some FOI's and the scale of the operation, eg some FOI's are specific to only 1 or 2 people, who may be unavailable in the time given. Due to reasonable exceptions such as these, a realistic target would be 90% (as last year).
WOP2	BCP328	Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	87.00%	90.00%	83.70%	86.00%	↑	Tia Corkish	86% is the quarterly figure This is a much improved performance against same Q2 period last year, with similar numbers of complaints received. Lack of resources and commitment within some services continue to play a part in not reaching target
WOP2	DCM197	Percentage of all alarm calls answered within 1 minute	n/a	97.50%	98.70%	98.70%	n/a	Peter Anderson	Performance above target. System fully functional and staffing at full quota to ensure effective life and limb service response.

Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Responsible Manager	Management Comments
WOP2	DCM198	User satisfaction with the telecare service	n/a	95.00%	n/a	98.70%	n/a	Peter Anderson	The new figure for Q2 is in line with our Telecare customer satisfaction survey that covers both Q1 & Q2 of 2018, although figures for Q1 were not previously submitted as the data was not published until October 2018. Both in Q1 & Q2 we achieved a 98.7% customer satisfaction score, 3.7% above target. These figures have been independently verified by external bodies as part of our ongoing and regular audits for accreditation and compliance".
WOP1	DCM223	Number of calls offered to the Customer Service Centre (CSC)	71,605.00		66,376.00	191,475.00	↓	Tia Corkish	Sept figure shown is the quarterly total. Monthly total is 58,118 We continue to track and monitor volumes to ensure we have the correct staffing in place in the relevant service areas. However, we do not have any targets against call volumes.
WOP1	DCM310	Percentage of telephone calls answered within the CSC	84.74%	85.00%	83.68%	85.92%	↑	Tia Corkish	The CSC is above target for Q2. This is mainly down to having a full establishment within the CSC teams.
WOP1	DCM584	Percentage of food establishments which are broadly compliant with food hygiene law	94.90%	90.00%	93.90%	94.10%	↓	Nick Carter	The high level of compliance reflects the efforts made to address non-compliant businesses. This figure is based on the assessment at the last inspection. There is no shelf life for this assessment so the ratings are not affected by the number of overdue inspections. The compliance rate for all premises including the Unrated is 82%, in line with the previous quarter
WOP1	DCM585	Percentage of programmed food interventions due that are carried out	54.00%	70.00%	25.20%	40.10%	↑	Nick Carter	40.1% of the visits due to the end of Q2 inclusive of the backlog were completed. As anticipated, Q2 progress slowed due to the holiday season for both inspectors and contractors as the number of new businesses registrations and reactive cases remains high. Early indications for Q3 are promising and we appear to be on schedule to clear the target of 70% of the backlog by the end of Q4
WOP1	DCM620	% channel shift achieved for Citizens Services overall	27.30%	30.00%	30.90%	31.90%	↑	Tia Corkish	Sept figure shown is the quarterly total. Monthly figure for Sept is 33.54% The channel migration score is calculated by comparing the number of transactions completed online against the number of inbound telephone calls, face 2 face visits and emails. We are only able to accurately report on the number of online transactions completed for our Local Tax, Benefits, Registrations, Repairs & Maintenance, Parking permits & Travelcard and Waste services. The channel migration score is only reflective of these services, rather than all of the services currently offered through Citizen Services. Citizen Services are actively promoting the BCC website but digital uptake is unlikely to increase unless there is further investment on the website and more services are brought online which will require significant investment from ICT.
WOP1	DCM624	Number of visits to CSP's	11,023	n/a	10,004	30,882	n/a	Tia Corkish	Figure shown is the quarterly total (July - Sept). Sept total is 9,896 Face to face footfall has been decreasing since we closed the satellite CSPs However, the handing times per transaction are increasing due to the Housing Reduction Act and Universal Credit rollouts. We continue to track and monitor volumes to ensure we have the correct staffing in place in the relevant service areas.
WOP1	DCM865	Number of visitors to all library sites	1,442,669	No target - monitor only	347,035	705,990	n/a	Kate Murray	The 18-19 Q2 figure (358955) is a 6.3% decrease on the 17-18 Q2 figure (383242). Q1 showed a 3.4% decrease from the previous year. We believe that the underlying decrease in visits is due to the reduced library opening hours, but the additional decrease seen in Q2 could be partly due to the good weather (people less likely to look for indoor activities over the summer). A clearer picture will emerge during the next quarter. We plan to survey our library members in the new year, which will give us a better picture of reasons for, and patterns of, usage, and we also plan to increase opening hours in some libraries to address these reductions in visitor numbers.
Communities - Generic									
WOP2	DCM154	Percentage of correspondence from MPs and Councillors answered within 7 working days	59.80%	90.00%	63.80%	60.60%	↓	None	(404/667)
Homes & Landlord Services									
EC3	BCP307	Number of disabled people enabled to live more independently through home adaptations	2,373	2,450	650	1,195	↓	Tom Gilchrist	Performance marginally behind target. Briefings with Adult Care and Support and the Better Lives Programme in August to increase the number of referrals coming through from Care Direct to hopefully increase referrals into the service and bring performance back on target.
FI1	BCP310	Increase the number of private sector dwellings returned into occupation	381	480	210	307	↑	Tom Gilchrist	There have been two large developments that completed in Q2 that brought back into use a large number of empty units resulting in a larger than normal increase during Q2. This is unlikely to be repeated in Q3 or Q4. It is therefore likely that the Q4 performance will be ahead of target.
EC2	BCP352b	Number of people sleeping rough on a single night in Bristol - BCC quarterly Count	66	60	83	82	↓	Paul Sylvester	Existing services are struggling to move people off the streets as quickly as they come onto the streets (currently up to 1,000 people are recorded as rough sleeping in Bristol each year). Additional services to reduce rough sleeping are being implemented which should reduce the level of people sleeping rough this winter.
EC2	BCP354	Increase number of homeless households helped by housing advice service to prevent homelessness	22.05	24	6.03	10.87	↓	Paul Sylvester	There was a drop in the number of Discretionary Housing Paymnets made during Quarter 2 compared with Quarter 1, which roughly correlates with the overall drop in preventions this quarter.
EC2	BCP356	Number of households who were in Temporary Accommodation for more than 6 months	287	260	261	261	↑	Paul Sylvester	Housing Options have focussed on moving "long stayers" out of temporary accommodation. Maintaining the level of direct offers from BCC Landlord Services and targetting households in TA has contributed to meeting this target in Q1 and Q2

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FI4	DCM368	Reduce the number of council homes that are non decent to less than 5%	n/a	5.00%	5.10%	4.99%	n/a	Gillian Durden	The decent homes calculation is based on due dates for a calendar year, we will be reducing the number due this year as works progress. We are now at the target figure and expect this to reduce more next quarter before rising in January
FI4	DCM370	% tenancies sustained beyond 12 months	97.20%	98.00%	96.00%	94.30%	↓	Be McCarroll, Martin Owen	A piece of work to identify reasons why some tenancies are not being sustained over twelve months is underway and should be completed before the end of December (Q3).
WOP1	DCM371	% repairs completed in one visit	87.00%	86.00%	86.00%	85.00%	↓	Zara Naylor	We have experience difficulty with recruitment and retention in the construction sector because of the buoyant local economy. In recent weeks we have recruited replacement staff and hope to see an improvement for Q3. Training for the new housing management system has also diverted resources from site which has had impact on this target.
WOP4	DCM372	Maximise the rent income to housing delivery (total debt outstanding)	£10,700,000	£10,200,000	£10,300,000	£10,120,000	↑	Be McCarroll, Martin Owen	Total Debt £10.12m. The removal of the rent free weeks has led to a flatter profile for current arrears thus reducing total debt outstanding from previous outturn. Opening up additional telephone lines within the service has also contributed to reducing total debt outstanding.
WOP1	DCM373	% of tenants who were satisfied with the way their ASB case was dealt with	49.70%	55.00%	44.60%	50.60%	↑	Be McCarroll, Martin Owen	An ASB Service review will commence in November 2018 to overhaul our Landlord ASB policy and procedure with a view to improving the customer experience and satisfaction.
WOP1	DCM374	To reduce average times for standard relets to 5 weeks by 2020	44 days	39 days	40 days	41 days	↑	Zara Naylor	We are trialling a different approach to working in voids in 3 areas of the city which is showing a reduction in average days. We expect to see an improvement on these figures for the 3rd quarter. We will also be carrying out an end to end lean process review within the next few months. (602 properties relet YTD. Average relet time for all properties, excluding time undergoing major works, 41 days. The end-end relet time for all properties is 99 days).
FI1	DCM375	Reduce the number of empty council properties to 250 by 2020 (true voids)	389	325	341	276	↑	Zara Naylor	Current number of voids is 276. This is the lowest number for a couple of years. There are a couple of factors for this. Acquired properties are being repaired as received for temporary accommodation and/or general need applicants and we have received less voids to repair this quarter.
WOP4	DCM376	To reduce loss of gross rental income through voids	£1,660,000	£1,700,000	£440,000	£840,000	↑	Be McCarroll, Martin Owen	On target. Various changes to service delivery within the lettings team including advertising properties earlier in the void cycle, greater performance monitoring across the team and closer working with stakeholders including Homelessness and Health and Housing is improving performance which can be seen in the reduction of void times
W2	DCM377a	Reduce number of properties with EPC rating of F to 0	n/a	0	5	3	n/a	Gillian Durden	This relates to 3 properties -1 in band G and 2 in band F, these properties are on our plans to action and we are engaging with the tenants
W2	DCM377b	Reduce the number of properties with an EPC rating of E	n/a	305	402	371	n/a	Gillian Durden	A reduction from 402 reported last quarter. we are targeting energy improvements to the least efficient homes, and reviewing the data on these properties.
EC4	DCM755	To reduce the number of households in temporary accommodation to 150 by 2020	517	450	523	534	↓	Paul Sylvester	Number of households in TA has increased from the last quarter despite Housing Options efforts to prevent homelessness. Additional interventions are being introduced with the aim of keeping people in the homes longer avoiding the need for TA.
EC4	DCM788	Number of families in B&B for longer than 6 weeks	1	0	0	0	↑	Paul Sylvester	No families have been in B&B accommodation for longer than 6 weeks, meeting target.
FI4	DCM780	Number of private homes where a serious hazard is resolved	384	350	85	158	↓	Tom Gilchrist	Performance is on target for Q2.
FI4	DCM783a	% of rented properties improved through discretionary property licensing	523	600	118	305	↑	Tom Gilchrist	With the additional resources recruited into the service over recent months, performance has improved considerably in the last quarter and is now ahead of target.
FI4	DCM783b	% of rented licensable Houses in Multiple Occupation improved through mandatory licensing	314	350	122	245	↑	Tom Gilchrist	Currently well above target as team have been inspecting properties prior to the introduction of the new mandatory licensing scheme on the 1st of October. Performance is likely to be reduced in Q3 and Q4 as a result of staff starting on a lot of new cases.
FI4	DCM784	Private rented properties improved	1,090	1,150	304	660	↑	Tom Gilchrist	By clearing a backlog of complaints and the additional resources recently recruited into the service, the Q2 target on the number of private rented properties improved, has been achieved.
WOP1	DCM785	Average number of days to resolve service requests in relation to Private Rented Sector properties	20 days	19 days	6 days	28 days	↓	Tom Gilchrist	During the previous quarter a considerable number of referrals have come into the service resulting in this target being missed, as a result of a large number of new staff arriving into the service, and having to be assessed and trained before commencing field work. This has training has taken resources away from operational delivery. We believe that the additional staff and improvements over the coming months will result in the annual target being met



Communities EDM - 2nd Quarter Performance Progress Report (1 April '18 - 30 Sept '18) - [Annual PIs]

Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Responsible Manager	Management Comments
Commercialisation									
EC4	BCP312	Increase % respondents who volunteer or help out in their community at least 3 times a year (QoL)	66.00%	68.00%	n/a	n/a	n/a	Penny Germon	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
WC3	BCP313	Reduce % living in the most deprived areas who lack information to get involved in the community QoL	32.00%	30.00%	n/a	n/a	n/a	Penny Germon	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
Commercialisation									
WC4	BCP315	Increase the percentage of people who feel they can influence local decisions (QoL)	25.50%	26.00%	n/a	n/a	n/a	Penny Germon	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
WC3	BCP323	Increase % of people who see friends and family as much as they want to (QoL)	80.10%	81.00%	n/a	n/a	n/a	Penny Germon	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
FI4	BCP324	Increase the percentage of people who feel they belong to their neighbourhood (QoL)	59.70%	61.00%	n/a	n/a	n/a	Penny Germon	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
FI4	BCP326	Increase the percentage of people in the most deprived areas who are satisfied with their local area	55.90%	57.00%	n/a	n/a	n/a	Penny Germon	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
W2	BCP333	Increase the percentage of residents visiting a park or open space at least once a week (QoL)	55.70%	57%	n/a	n/a	n/a	Richard Fletcher	Traditionally frequency of visits follows the trend in satisfaction with quality but the previous results did not follow this trend making predictions difficult. The high temperatures and sustained good weather this year should serve to increase visitor numbers
W3	BCP334	Reduce the percentage of the population living in Fuel Poverty	12.90%	12.90%	n/a	10.80%	↑	David White	Based on the LIHC definition, there are an estimated 20,709 fuel poor households in Bristol, which is 10.8% of all households. This is higher than the rest of South West where 10.2% are fuel poor, but lower than England overall, where 11.1% are fuel poor.
W2	BCP540	Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	80.00%	70.00%	n/a	n/a	n/a	James Perkins	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019. Cleanliness surveys are being carried out in Q3 to establish realistic and current benchmark to assist future measurement
W2	DCM014	Percentage of residents satisfied with parks and open spaces (QoL)	71.00%	75.00%	n/a	n/a	n/a	Richard Fletcher	In terms of ongoing actions to increase satisfaction, more resources have gone into waste and cleanliness this summer than in any previous year. There will be a further increase in waste collected through 2018 than in previous years. A further measure to mitigate impact has been to pay BWC to operate in Castle Park – the site with most issues due to a very high level of use over a wide diurnal range and the behaviour of users. Further negotiations with BWC have started on expanding its role across other sites. The weather has generally been very good this year which has increased visitor numbers and helped the horticultural work programme. This may impact positively on satisfaction when measured. Major events in parks have increased in number which may also have a positive impact. An increased programme of repair works from core budgets is being delivered this year though this may not translate to increased satisfaction. Parks have experienced higher levels of vandalism, crime and ASB this year than in the previous two years. Observation. Affected sites are St James Park, Blaise Estate, Oldbury Court Estate, Castle Park and St George Park.
W2	DCM545	Increase the percentage of people who are satisfied with the weekly recycling service (QoL)	70.00%	85.00%	n/a	n/a	n/a	James Perkins	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019.
W2	DCM546	Increase % of people who are satisfied with the fortnightly general household waste service (QoL)	69.00%	85.00%	n/a	n/a	n/a	James Perkins	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019.
Homes & Landlord Services									
EC4	BCP305	Increase percentage of local authority tenants satisfied with landlord services		77.00%	n/a	n/a	n/a	Julian Higson	Results not available until Q4
EC2	BCP352a	Reduce the number of people sleeping rough on a single night in Bristol - Annual Count	86	75	n/a	n/a	n/a	Paul Sylvester	The Social Impact Bond, No First Night Out and Controlling Migration Projects are established to help people off the streets. 23 beds have been provided through temporary use of BCC buildings. There is a 20 bed commissioned assessment centre alongside coordinated links to three volunteer run shelters. High demand for supported accommodation and difficulty moving people on into the social and private sectors means that people wait over three months to move into supported accommodation. We hope the MHCLG funding to reduce rough sleeping and assist in move on will have an impact this coming winter.
EC4	DCM411	Total Recorded Crime per 1,000 population	116.8		n/a	n/a	n/a	Stuart Pattison	
EC4	DCM413	Reduce the total number of Anti Social Behaviour incidents	14,986		n/a	n/a	n/a	Stuart Pattison	
EC4	DCM417	Reduce % living in the most deprived areas who feel 'fear of crime affects my day to day life'(QoL)	25.00%	26.00%	n/a	n/a	n/a	Stuart Pattison	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
Communities Services									
WOP1	DCM849a	Increase % satisfied with the Library service (QoL) - library members	71.00%	75.00%	n/a	n/a	n/a	Kate Murray	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
WOP1	DCM849b	Increase % satisfied with the Library service (QoL) - non-library members	34.00%	35.00%	n/a	n/a	n/a	Kate Murray	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019

Progress Key

Well Above Target
Above Target
On Target
Below Target
Well Below Target

Improvement Key

↑	Direction of travel IMPROVED compared to same period in the previous year
=	SAME as previous same period in the previous year
↓	Direction of travel WORSENERD compared to same period in the previous year

Corporate Strategy - Key Commitments

Empowering & Caring	
EC1	Give our children the best start in life by protecting and developing children's centre services, being great corporate parents and protecting children from exploitation or harm.
EC2	Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.
EC3	Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.
EC4	Prioritise community development and enable people to support their community.
Fair & Inclusive	
FI1	Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.
FI2	Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process.
FI3	Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.
FI4	Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.
Wellbeing	
W1	Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services.
W2	Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.
W3	Tackle food and fuel poverty.
W4	Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.
Well-Connected	
WC1	Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.
WC2	Make progress towards being the UK's best digitally connected city.
WC3	Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.
WC4	Work with cultural partners to involve citizens in the 'Bristol' story, giving everyone in the city a stake in our long-term strategies and sense of connection.
Workplace Organisational Priorities	
WOP1	Redesign the council to work effectively as a smaller organisation.
WOP2	Equip our colleagues to be as productive and efficient as possible.
WOP3	Make sure we have an inclusive, high-performing, healthy and motivated workforce.
WOP4	Be responsible financial managers and explore new commercial ideas.