

# PI Place

## What we want for Bristol

**Bristol needs to maintain and grow its strong economy but it has to be the right kind of economy where everyone benefits from its success.**

To achieve this we need to fund, build, modernise and maintain the city; including the physical, environmental and cultural infrastructure necessary to support good growth. The extensive range of arts and cultural activity in the city not only contributes to the health, wellbeing and enjoyment of Bristol's citizens it also makes a significant contribution to the economy. We are committed to supporting and enabling that diversity of activity as well as ensuring it reaches every section of the community across the whole city

We want an innovative, cohesive, vibrant and sustainable Bristol where the city works for us all, today and over the longer term. We want to keep, improve and add to the special physical character of Bristol as a quality place, as it not only makes Bristol a great city to live in, but also because it makes Bristol attractive for investment in the industries and economy of the future.

We want Bristol to have the communities, culture, institutions, businesses, and systems necessary for it to be resilient when faced with economic adversity and change. We want people to be able to build better lives in better places.

## The challenges we face

### Growth

- To ensure we can continue to grow in a sustainable way.
- Over the next 20 years, the city's population will grow at a rate of 18%.
- We are planning for the development of 33,000 homes and 26,000 new jobs in Bristol by 2036.
- We will need to enable people to get to and from work, school and their homes.
- We need to ensure that as we enable this economic growth we do not increase the wealth gaps within Bristol whereby the city becomes increasingly unaffordable, unequal and loses its unique identity and diverse communities.

### Economy

- The economic challenge we face is to ensure that all of Bristol benefits from the economy and no-one gets left behind.
- We need to maintain and enable our vibrant economic sectors to grow. Our business sector and legal services, aerospace, creative industries and digital technology, low carbon industry and services, advanced manufacturing and design. To ensure that Bristol remains successful in the face of significant challenges and through the uncertain impacts that the Brexit decision poses.
- We will plan for enough and the right type of employment space in our city and the transport systems to support it.
- We must retain the primacy of the city centre as the core retail and cultural heart of the West of England.

### Infrastructure

- We have an ageing historic infrastructure from our bridges, retaining walls and locks, to our finest buildings and parks; these will require ongoing maintenance and in some instances replacement.
- We also have to continually create a modern infrastructure from energy, digital technology and transit systems to support good growth and to compete as a modern city.

### Climate Change

- Climate change is now well understood to be a very real concern, from the impact of flooding to the overheating of our buildings and we must ensure we have the ability to adapt and mitigate, helping us to remain resilient to this significant change.

### Resources

- All of these challenges require investment and the skills and knowledge to successfully address them.

## We will pay for this by: There are implications for our revenue and capital budgets.

### Revenue

Our budget for 2016/17 was:	£61.3m
Our income for 2016/17 was around:	£57.7m
So our net cost was around:	£3.6m

In this draft plan we cite 2016/17 budgets to help provide context. The final 2017/18 Business Plan will include 2017/18 budgets once they are approved.

**We have a number of major projects underway including building the Arena, Metrobus and the Temple Quarter Enterprise Zone. To make sure we can deliver our priorities in a world with less money available and a growing population and demand for services, we will take the following action:**

Action:	Outcome:	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
<b>Changing how we fund and provide services</b> – Providing different amounts of funding to services, making small changes to what they do, or maybe providing the same thing in a different way.						
<b>Gradually reduce funding to Destination Bristol</b>	The council makes an annual £482k contribution to Destination Bristol, which works to attract tourists, visitors and conferences to the city. This proposal will gradually reduce our contribution over five years, to allow time to find alternative funding sources.	58	58	58	58	58
<b>Reducing or stopping services</b> – Stopping doing something completely or reducing it significantly						
<b>Reduce funding to Bristol Music Trust</b>	The council funds Bristol Music Trust with approx. £1m per year for the running of Colston Hall and the delivery of the music service. This proposal is based on Colston Hall opening a more efficient venue in 2020'.				500	
<b>Reduce funding to Key Arts Providers</b>	The council provides £1m per year to Key Arts Providers following a bidding process. This supports a wide range of arts and culture activities, including lots of work with the community, education and training. This proposal suggests halving the amount of funding available, meaning fewer (or smaller) grants would be given in future.	500				
<b>Review museums opening hours</b>	M-Shed and Bristol Museum and Art Gallery (BMAG) are closed on a Monday. Under this proposal we will review the opening hours of M Shed and BMAG.	200				

Action:	Outcome:	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
<b>Reshape planning enforcement service</b>	This will reduce the level of development monitoring and investigation of planning breaches, enabling us to halve the cost of our planning enforcement staff costs.	<b>102</b>				
<b>Increasing our Income</b> – Making money by introducing or raising our charges and renting out spaces						
<b>Establish an Energy Infrastructure / Service company</b>	We currently run an Energy Service in the council. We want to explore setting this up as a private company owned by the council. This removes the need for the council to fund the service.	<b>260</b>				
<b>Additional income from The Bottle Yard Studios</b>	Additional income from the Bottle Yard Studios, which can be achieved through reviewing charges and getting more clients to use the studios.	<b>50</b>				

Please note there are a large number of Transport savings which are included within the Transport section of the Corporate Strategy.

## Our objectives for the next five years are:

- Bristol is carbon neutral by 2050 (Our Environment 2) (Mayor's Commitments).
- We will be a leading cultural city, making culture and sport accessible to all (KP7, Our Culture 5, Our Economy 3B) (Mayor's Commitments).
- The Arena is completed and is accessible to all communities (Our Culture 4) (Our Economy 7).
- There is greater accountability and openness in the Local Enterprise Partnership and it targets resources at areas of deprivation (Our Economy 6A).
- Ensure longer term planning for economic development, including planning for apprenticeships (Our Economy 1D) (Mayor's Portfolio, Place supporting).
- Work with businesses, neighbouring Local Authorities and our public sector partners to strengthen Bristol's devolution bid (Our Economy 6C) (Mayor's Portfolio, Place supporting).

## 1: Investment, maintenance and building of economic, cultural and environmental infrastructure of the city

What we are doing to achieve this over the next five years	What we are aiming to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p><b>Complete the Arena</b></p>	<p>Agree the target costs</p> <p>Enter into a building contract</p> <p>Start development on site</p> <p>The Building Contractor and Arena Operator will be responsible for providing jobs, apprenticeships and work placements.</p> <p>The Arena Project Team will ensure both parties work to agreed targets, ensuring at the same time that there is a co-ordinated workstream and linkages are made with colleges, universities and schools to provide a supply of future labour to fill the jobs and apprenticeships we are targeting.</p>	<p>During the lifetime of the project the following skills and employment targets will be secured:</p> <p>A minimum of 4,180 person weeks training</p> <p>65% labour from the West of England including 30% from Bristol (BS1 to BS16)</p> <p>At least 40% expenditure through SME's, 3rd sector and voluntary organisations</p> <p>At least 48 Apprenticeships</p> <p>A minimum of 40 work placements/work experience</p> <p>A minimum of 1,825 pupil interactions across all ages.</p>

What we are doing to achieve this over the next five years	What we are aiming to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p><b>Deliver a successful Enterprise Zone and Enterprise Area</b></p>	<p><b>Bristol Temple Quarter Enterprise Area</b></p> <p>Secure the expansion of the Enterprise Zone both in terms of geographic area and time.</p> <p>Work with Network Rail to bring forward proposals for the joint development of Bristol Temple Meads focusing available funding on a new east entrance, new west entrance and improvements to the station approach.</p> <p>Work with Skanska to bring forward Engine Shed 2.</p> <p>Temple Gate highway remodelling anticipated start on site end of 2016.</p> <p>Bring forward development options for Bristol Temple Meads East (BTME) Phase2, Cattle Market Site.</p> <p>Undertake the demolition of the Post Office Depot, BTME Phase2.</p>	<p>Retained business rates collection and investment.</p> <p>Jobs gained – both new and safeguarded – and lost.</p> <p>Local Development Orders/planning-related information.</p> <p>Businesses starting and stopping trading.</p> <p>Public sector and private sector investment.</p> <p>Site development details.</p> <p>Commercial property values.</p>
	<p><b>Avonmouth and Severnside Enterprise Area</b></p> <p>We will work with partners in South Gloucestershire Council and the Environment Agency to bring forward flood defence and ecology mitigation schemes to enable the development of commercial land in the Avonmouth and Severnside Enterprise Area.</p> <p>A Project Delivery Board comprising the Environment Agency (EA) Project Manager and key flood and ecology advisers from Environment Agency, South Gloucestershire Council and Bristol City Council, has been formed with a collaborative agreement.</p> <p>The strategic outline business case for the EA's Flood Defence Grant in Aid (FDGiA) has been completed. The Interim Board has agreed the approach of a 60 year design life solution.</p> <p>Develop a preliminary shortlist of options for all five areas.</p> <p>Work with stakeholders including Network Rail.</p> <p>Complete habitat survey for Hallen Marsh.</p> <p>Agree Model concept.</p> <p>Undertake Ground investigation.</p>	

What we are doing to achieve this over the next five years	What we are aiming to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p><b>Support inward investment through Invest in Bristol and Bath (IBB) and support the core and growing sectors of the economy e.g. aerospace, advanced engineering, business services, low carbon, creative and digital</b></p>	<p>By March 2017 we will produce a City Economic Development Plan to deliver projects over a five year period to guide:</p> <ul style="list-style-type: none"> <li>● The promotion of inward investment</li> <li>● The provision of business support for new enterprises, growing companies and those facing contraction including social enterprises</li> <li>● The development of high streets and local centres across the city including Business Improvement Districts</li> <li>● The provision of workspace for investors and new company formation and growth, including managed workspace</li> <li>● The creation of employment opportunities for all sections of our society with an emphasis on those most disengaged from the economy.</li> <li>● The support for innovative ways of financing growth</li> <li>● The economic and physical development of our Enterprise Zone and Enterprise Areas</li> <li>● By March 2018 we will have developed and consolidated an integrated programme of interventions to address each of the above either directly or in partnership with others. Throughout, we will emphasise the creation of a sustainable economic future for all parts of our society seeking to ensure that the most disadvantaged have access to equality of opportunity.</li> </ul>	<p>Inward investment won – measured in jobs and £s.                  Follow on investment won – measured in jobs and £s.                  Number of new enterprises started.                  Number of companies actively engaged in the Engagement Programme.                  Number of business support beneficiaries and employment results.                  Retail void rates.                  Area of workspace available to investors by type, area and location, and whether managed or not.                  Acceptable level and quality of voids.                  Number of innovative financing schemes and value of lending available and committed.                  The gap between rich and poor narrowing as shown through the Index of Multiple Deprivation.                  Workspace and employment opportunities delivered in our Enterprise Zones and Enterprise Areas.                  Number of new apprenticeship opportunities created.                  Business rate inflows.                  Unemployment rate – including youth and BME unemployment rate gap.</p>

What we are doing to achieve this over the next five years	What we are aiming to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p><b>Create and deliver an Economic Plan for the city centre which delivers an inclusive centre and enhanced retail offer</b></p>	<p>By March 2018 we will produce a City Centre Economic Plan to deliver projects over a 10 year period to guide:</p> <p>Development of infrastructure e.g. housing, retail, leisure, culture, employment, transport, education, health, green/open spaces, utilities</p> <p>Improvements to the public realm, connectivity and accessibility</p> <p>Reuse of heritage buildings and assets</p> <p>Marketing and promotion to investors, sponsors, visitors</p> <p>Management and maintenance – day and night</p>	<p>Level of investment in infrastructure.</p> <p>Jobs created.</p> <p>Housing affordability.</p> <p>Property void rates.</p> <p>Business rate income.</p> <p>Visitors.</p> <p>Events attendance.</p> <p>Footfall – retail and cultural.</p> <p>Retail ranking.</p> <p>Crime rates.</p> <p>Homelessness.</p> <p>The gap between rich and poor narrowing as shown through the Index of Multiple Deprivation.</p> <p>Congestion, modal shift, air quality.</p>
<p><b>Agree a West of England Joint Spatial Plan and Joint Transport Plan that prioritises investment in the urban area</b></p>	<p>Draft plans in place that deliver housing, jobs and supporting infrastructure to meet Bristol's growing needs.</p>	<p>Adoption of agreed plans.</p>
<p><b>Ensure we maximise the opportunity of devolution and the Mayoral Combined Authority (MCA) to enhance and drive the good growth of the city</b></p>	<p>Work with businesses, neighbouring Local Authorities and our public sector partners to strengthen Bristol's devolution bid.</p>	

## 2: To ensure the homes we need are built to the numbers required, in sustainable locations and create successful places

What we are doing to achieve this over the next five years	What we are aiming to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<b>Promote Brownfield sites across the city for Housing</b>	Working in partnership with the Homes and Communities Agency (HCA) to identify stalled sites and underused land and buildings that can be brought forward for housing development.	Percentage of housing development on brownfield sites.
<b>We will facilitate a successful Development Industry through our planning system and the use of our land</b>	Closer partnership working with the development industry through a refreshed Bristol Planning Protocol and an enhanced pre-application service.  Establish a multi skilled housing team to create a pipeline of housing delivery on our land.	KPI: DPL124 Percentage of major planning applications processed within 13 weeks.  KPI: BCP091 Net additional homes delivered. BCP092 Affordable homes delivered.
<b>Prioritise Hengrove and Lockleaze for residential led development</b>	Agree a financially viable and locally supported delivery approach.	Housing numbers delivered.
<b>Revise the Local Plan to meet housing, education and employment needs across the city</b>	Developed new land use policies and locations, and commence community engagement on the emerging Local Plan.	Up to date Bristol Local Plan.

### 3: We will ensure Bristol is on course to be run entirely on clean energy by 2050

What we are doing to achieve this over the next five years	What we are aiming to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p><b>We will tackle fuel poverty</b></p>	<p>Improve Bristol's private housing stock through developing Warm Up Bristol (WUB) as a sustainable delivery mechanism.</p> <p>Utilise the opportunity when installing physical home improvements to encourage behavioural change.</p> <p>Support Housing Delivery on their large-scale home improvement programme.</p>	<p>1,500 homes improved by March 2018.</p> <p>Sustainable delivery and finance mechanism established.</p> <p>Minimum of 80% customers rate WUB as good or excellent.</p> <p>Two joint initiatives with partners regarding behavioural change carried out and outcomes reported.</p> <p>£2m of external funding support secured for Housing delivery programme by March 2018.</p> <p>Support Bristol Energy's overall strategy; in particular links to generation and fuel poverty.</p>
<p><b>We will continue the transition of the council to be fuelled by renewable energy by 2020</b></p>	<p>Improve the energy efficiency and lower carbon emissions of the council's properties.</p> <p>Maintain and improve the environmental performance of the council.</p>	<p>Continued downward trend on energy usage and emissions as reported through our audit annual environmental performance report.</p>

What we are doing to achieve this over the next five years	What we are aiming to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p><b>We will facilitate and build a 21st Century municipal city energy system by working with stakeholders, to deliver the actions contained within the council's Climate &amp; Energy Security Framework, thereby maintaining the trajectory to 2050</b></p>	<p>Complete the final element of the municipal energy delivery structure (supply, generation and distribution) reviewing the Energy Service to explore setting this up as a private company owned by the council.</p> <p>Expanding our heat networks to provide low carbon heat and energy to businesses, public buildings and social housing across the city. (Nb a principal cornerstone to providing clean energy by 2050. Heat accounts for 45% of final energy demand, Transport 40% and power 15%).</p> <p>Develop, collaborate and facilitate Smart City and homes to enable householders to control their homes better and for the council to manage the City better.</p> <p>Develop, collaborate and facilitate smart grid, storage and capacity interventions; a primary requirement for a smart modern city energy system.</p> <p>Support Transport Service to deliver a strategic approach towards low emission travel.</p>	<p>Transfer the Energy Service to a company structure following findings from the review.</p> <p>The Energy Service to become self-sustaining by March 2018.</p> <p>Both the Temple Quarter Enterprise Zone (TQEZ) and District Heat Networks installed by March 2018.</p> <p>Development of a suite of operational heat network KPIs March 2017.</p> <p>Support the delivery of Easton as the Smart City demonstrator neighbourhood with partners.</p> <p>Work in partnership with local groups to deliver the actions within the Climate &amp; Energy Security Framework; progress to be reported annually.</p> <p>Facilitate 2 megawatts of new renewable energy generation or energy reduction by the City in collaboration with private partners and community networks.</p> <p><i>For transport KPIs see transport section.</i></p>

#### 4: We will ensure that Bristol maintains its thriving and innovative cultural life

What we are doing to achieve this over the next five years	What we are aiming to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p><b>Improve access to and participation in the arts, sport and culture across the whole city</b></p>	<p>We will support the Key Arts Provider programme to enable creativity and innovation across the city.</p> <p>Support creative seed and community festivals to promote community lead arts activity across the city.</p> <p>We will develop a strong museum participant programme to engage all communities. We will continue to work with colleagues in the cultural sector to better understand our users and non-users and focus resource.</p> <p>We will work with Bristol Sport partnership and other sporting organisation to deliver key events such as Run Bristol, Tour Britain and to support the plans for the 2017 City of Sport.</p> <p>We will monitor and steer how the organisations we fund can engage more effectively.</p>	<p>Satisfaction – what percentage of citizens are satisfied with their experience of using the service, e.g. surveys to benchmark and improve offer.</p> <p>Take-up – what percentage of citizens choose the service offer to complete their task, e.g. quantitative number of projects/people using a service.</p> <p>Completion rate – what percentage of transactions/uses citizens successfully complete, e.g. measure number of events delivered.</p>

What we are doing to achieve this over the next five years	What we are aiming to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p><b>We will facilitate the development of a cultural strategy for the city in partnership with Bristol Cultural Development Partnership (BCDP) and other cultural organisations and celebrate equality and diversity</b></p>	<p>We will facilitate the development of a cultural strategy for the city in partnership with BCDP and other cultural organisations which can lead to the development of a first class cultural offer for the whole city.</p> <p>As a culture team we will deliver on our Equalities action Plan with a strong commitment to equalities and inclusiveness in our cultural offer.</p> <p>We will ensure the visitor profile to our museums and galleries is representative of the city's population</p> <p>We will continue to support our annual programme for Black History Month, LGBT history month and Disability history.</p> <p>We will continue to work with the local communities in St Pauls to help St Paul's Carnival to be delivered in 2017 and beyond.</p> <p>Continue to work with Bristol Festival Forum to support the wide range of festivals which happen in the city and will provide training and support for them to access funding.</p> <p>We will actively promote the development of local and community arts and cultural activities across the whole city and its diverse communities.</p> <p>We will deliver the Harbour Festival.</p> <p>Support the safe delivery of other festivals through our site permission work.</p> <p>Review our funding arrangements in order to ensure all council-funded arts organisations are properly representative of the whole city.</p> <p>Continue to work with Pride and the wider LGBT community to support their programme.</p> <p>Culture and the arts will be more inclusive, holistic and challenging as the Council encourages and enables a broader range of people and organisations to deliver to a more diverse audience</p>	<p>Satisfaction – what percentage of citizens are satisfied with their experience of using the service, e.g. surveys with organisations involved in cultural strategy.</p> <p>Take-up – what percentage of citizens choose the service offer to complete their task, e.g. number of organisations involved in events or activity and number of citizens using service/activity, measure engagement against city demographic profile.</p> <p>Completion rate – what percentage of transactions/uses/projects citizens successfully complete, e.g. delivery of cultural strategy, events and activity.</p>

What we are doing to achieve this over the next five years	What we are aiming to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p><b>Preserve and develop our cultural and historic environment and heritage</b></p>	<p>Maintain our Arts Council Major Partner Museum status demonstrating that we are a leading museum service in the UK, with over 1 million visitors a year.</p> <p>Develop plans for the redevelopment of Bristol Museum and Art Gallery.</p> <p>Maintain our accreditation and designation (national significant designated collections) status.</p> <p>Ensure long term care for the collections through development of robust storage and research facilities.</p> <p>Develop a more sustainable future for our historic houses – The Red Lodge Museum, The Georgian House Museum and Blaise Castle House Museum.</p> <p>Continue to promote our museums and galleries offer to ensure all of our museums are valued by Bristol residents.</p> <p>Ensure access to 800 years of Bristol history is freely available through our archive service and at M Shed.</p> <p>Develop our understanding of Bristol history through our community heritage projects engaging communities with the archives and museum’s collections, for example the Somali heritage project.</p> <p>Develop, research and provide increased access to collections such as the British Empire and Commonwealth collection and respond to new communities in the city.</p>	<p>Satisfaction – what percentage of citizens are satisfied with their experience of using the service, e.g. annual visitor survey.</p> <p>Take-up – what percentage of citizens choose the service offer to complete their task, e.g. access to collections at different sites and use for research.</p> <p>Completion rate – what percentage of transactions/uses/projects citizens successfully complete, e.g. delivery of Bristol Museum and Art Gallery redevelopment plans, completion of accreditation and heritage project delivery.</p>

What we are doing to achieve this over the next five years	What we are aiming to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p><b>Work to encourage and sustain a high level of musical and arts education across all communities in the city</b></p>	<p>We will continue to take a leading role in the Bristol Cultural Education Partnership (Arts Council lead national pilot) and the Learning City to ensure high quality cultural education for all.</p> <p>We will monitor the Service Level Agreement (SLA) with Bristol Plays Music to ensure they are delivering music education to all communities.</p> <p>Take a lead on the place based learning strand of B CEP work to encourage cultural organisation to work together to provide a strong Bristol based curriculum for schools.</p>	<p>Satisfaction - what percentage of citizens are satisfied with their experience of using the service, e.g. benchmark survey.</p> <p>Take-up – what percentage of citizens choose the service offer to complete their task, e.g. measure engagement against City demographic profile.</p> <p>Completion rate – what percentage of transactions/uses/projects citizens successfully complete, e.g. completion of learning activity with Bristol schools and partners.</p>

What we are doing to achieve this over the next five years	What we are aiming to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p><b>Support the development of excellence within Arts and Culture in the city</b></p>	<p>Work in partnership with Bristol’s cultural institutions, such as the Colston Hall, the Watershed, Bristol Old Vic, Spike Island, Royal West of England Academy, the Arnolfini and St George’s, to ensure Bristol remains city where the arts thrive and excellence is rewarded.</p> <p>Maintain our Arts Council Major Partner Museum status demonstrating that we are a leading Museum service in the UK with over 1 million visitors a year.</p> <p>Work with cultural organisations in the city to develop a Cultural Strategy.</p>	<p>Satisfaction – what percentage of citizens are satisfied with their experience of using the service, e.g. collate surveys to enable benchmarking across partners.</p> <p>Take-up – what percentage of citizens choose the service offer to complete their task, e.g. Number of citizens choosing to use services.</p> <p>Completion rate – what percentage of transactions/uses citizens successfully complete, e.g. Successful renewal of Arts Council Major Museum Status.</p>

## 5: We will manage our property assets to enable best contribution to the Corporate Strategy and the effectiveness of council services

What we are doing to achieve this over the next five years	What we are aiming to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<b>Transforming the council's operational property estate to support our re-shaped services</b>	Work across the council to review main property holdings, accelerating identification and release of surplus space. Engage services and partners to support more partnership working and rationalising accommodation for those services.	Surplus space will be identified and released.
<b>Re-shaping of operational property and facilities management</b>	Continuing the simplification of property and facilities management to become a single core facilities lead. Modernising the requirements for facilities services, the basis for service delivery and the cost effectiveness.	
<b>Establishment of the Investment Property Policy for the council, relating this to Finance management and objectives for the Capital Programme</b>	Obtaining approval for property investment strategy. Leading re-focussed delivery based on that strategy to underpin returns from the investment portfolio and future growth.	Increased return on investment.
<b>Strengthening of development land pipeline and development delivery, informed by housing, economic development and capital strategies</b>	Allocating dedicated resource to development projects, working with council teams, partners and advisers. Focus on priority housing and regeneration projects to meet Bristol Plan objectives.	The amount of land released for development projects will increase.

## Further reading:

### Our plan is based on the following evidence base:

- ▶ Strategic Economic Plan
- ▶ Local Plan
- ▶ Core Strategy
- ▶ Bristol Central Area Plan
- ▶ West of England Joint Spatial Plan
- ▶ Site Allocations and Development Management Policies
- ▶ Resilient Bristol Report
- ▶ Economic Baseline
- ▶ UK Smart Cities Index
- ▶ Our Resilient Future: A Framework for Climate and Energy Security
- ▶ The Economics of Low Carbon Cities: A Mini Stern Review for the City of Bristol
- ▶ Open Data Bristol
- ▶ Bristol Environmental Data Exchange
- ▶ Bristol Employment and Skills Positioning Statement