



Corporate Strategy

2018–2023

Draft for consultation, November 2017





A word cloud featuring various terms related to community, social values, and personal growth. The words are arranged in a dynamic, overlapping fashion, with some appearing in larger, bolder fonts than others. The color palette includes shades of red, green, blue, purple, and orange, set against a white background with teal geometric shapes at the top and bottom corners.

Transform
Community Led
Inclusive
Environment
Equality
Together
Ownership
Collaboration
Dedication
Respectful
Curiosity
Wellbeing
Enabling
Diversity
Shared Success
Caring
Fair
Partnership
Responsible
Business
Challenges
Happier
Independence
Communities
Belonging
Empowering
Health
Opportunities
Healthier
Reinvent
Leadership
Connected

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Foreword

We all want to feel included, we all need hope and we all aspire to something.

I believe this to be a fundamental truth and my focus is on making sure that the city council plays a leading role in enabling this to be everyone's real experience of life in Bristol.

The council is not the only player in achieving this vision and the responsibility is not ours alone. I have therefore brought together a wide range of partners to develop a One City Plan with short, medium and long term actions. Work on the plan is underway and this Corporate Strategy starts to explain how Bristol City Council will contribute to it.

Achieving this will not be easy and neither the journey nor the destination will necessarily be perfect. We need to be real about the challenges we face, from ingrained inequality to the long-term failure of global economic policy to the council's own financial situation. In the past seven years of austerity we have had to save £203m and have another £108m to save by March 2023, all whilst our population increases alongside costs and the need for our life-and-limb care services.

If we are to give real hope and create an inclusive city that empowers people to be successful, we need to transform this council and reinvent what it does. This means doing much more work in partnership and, in some cases, withdrawing from certain things and getting out of the way.

I do not want anyone to feel left behind and part of this transformation will be about how we truly empower people and communities, increasing their independence in a positive way which reduces the demand for our services.

There is hope. If we work together to make a success of this, more people will enjoy healthier, happier lives with less need of intensive council intervention. Everyone will be included in this city's success and will have a home where they can achieve their aspirations, regardless of their background or where they grew up.

It will not be easy, but we can build a better Bristol despite having a smaller council that is no longer just a provider of services, but more of an enabling and empowering organisation.

I hope that we will achieve this together.



Marvin Rees Mayor of Bristol

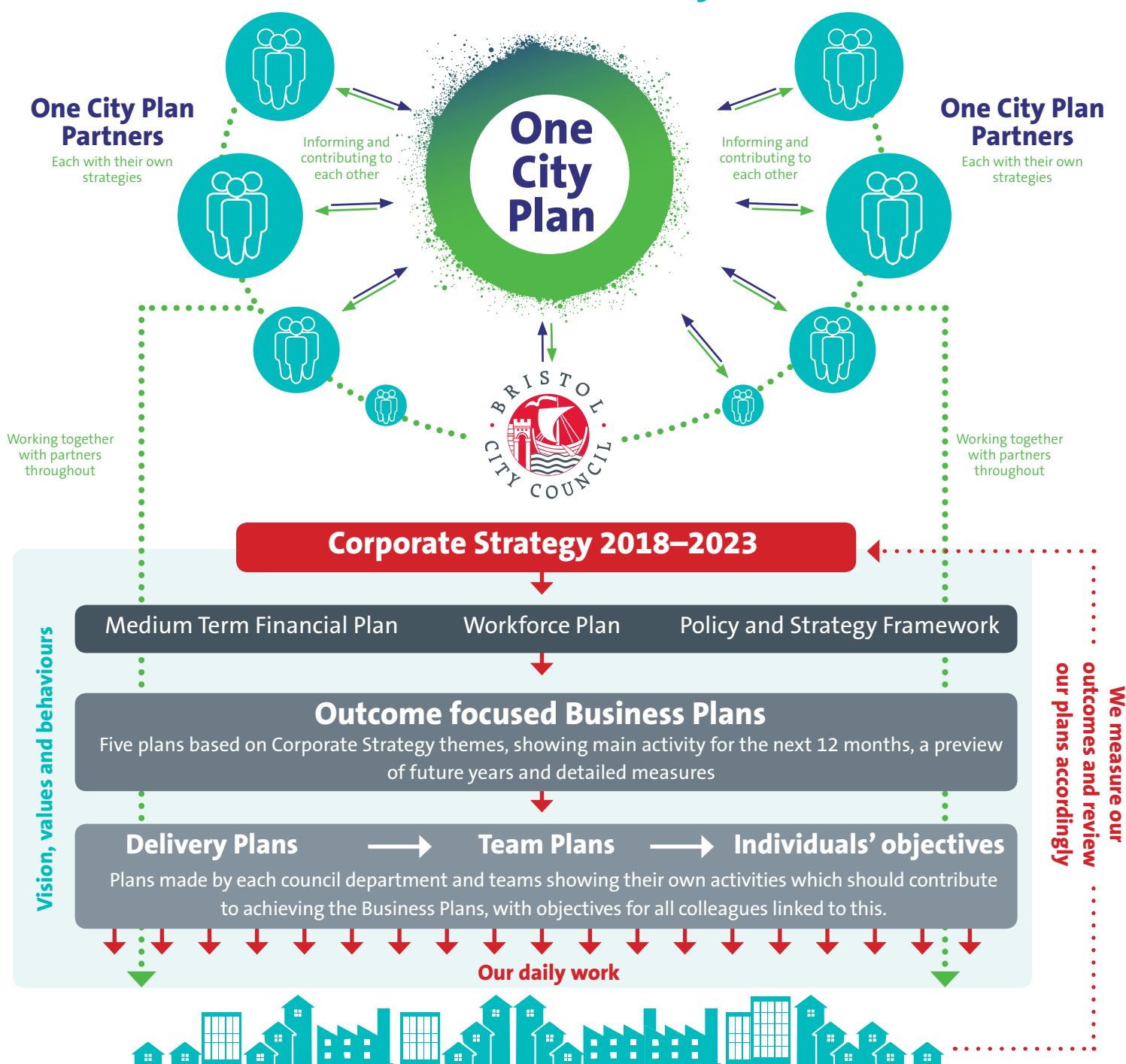


Our Role – driving a city of hope and aspiration

We recognise that we are one organisation in a hugely complicated system, where everyone has a role to play. Because of this we are a partner in an emerging One City Plan. This is being developed by many different partners covering almost every aspect of life in Bristol.

This strategy sets out our contribution to the city as part of the One City Plan and is our main strategic document. It informs everything the council does and how we plan for the future.

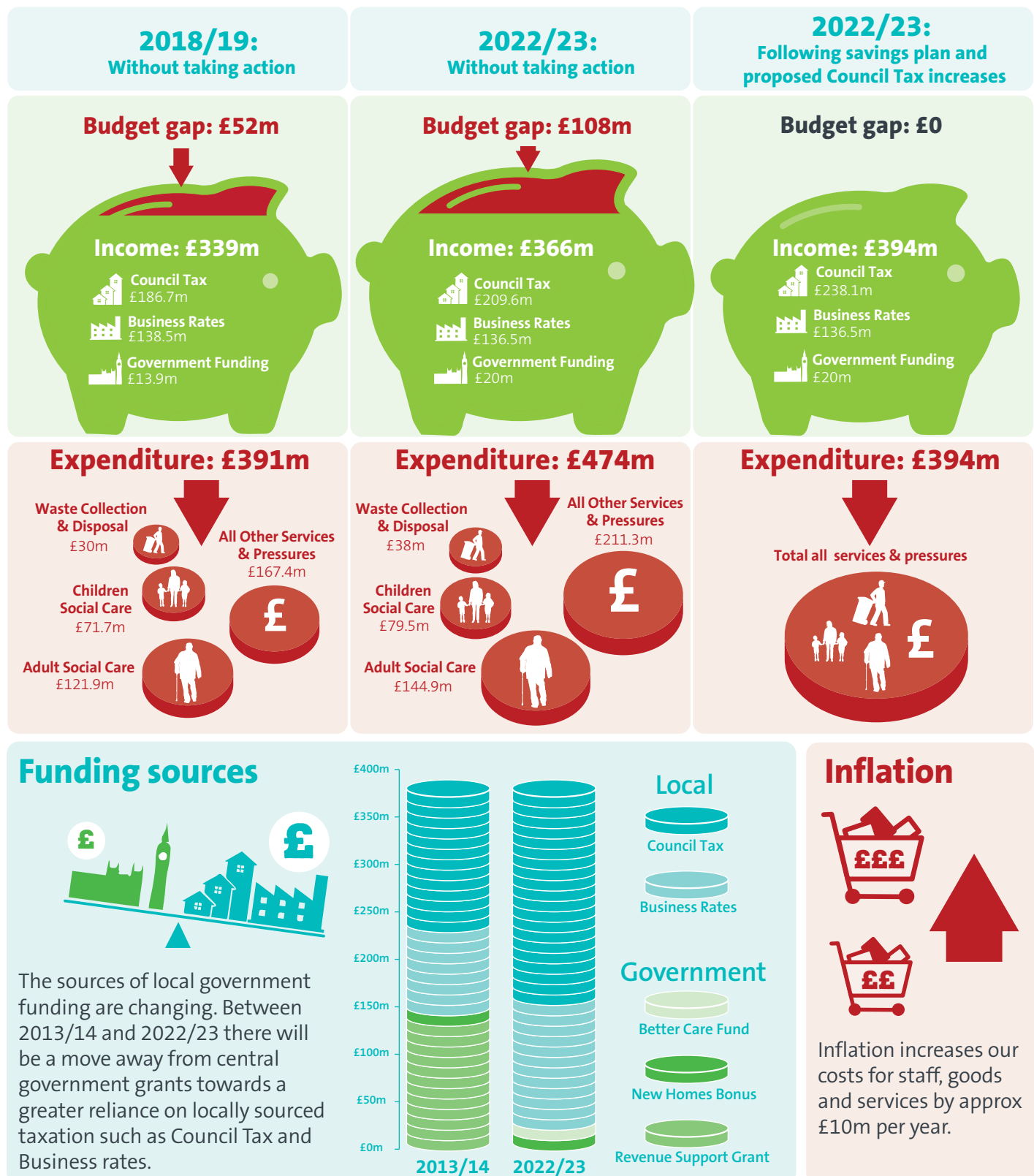
Council and partners all work together equally to deliver shared outcomes for the city



Our Challenge

This plan is our high-level strategic response to the opportunities and challenges facing us now and in the future. Among the most important challenges facing us are:

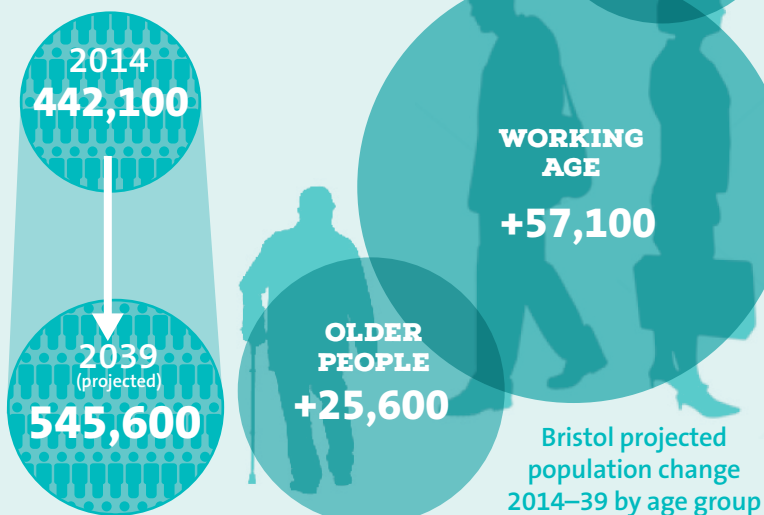
The budget gap



- For more on the financial context, read our **Medium Term Financial Plan**
- For more on our population and demography, visit **The Population of Bristol**

Population

If recent trends continue, Bristol's population is projected to increase by 103,100 people over the 25 year period (2014–2039).



Life expectancy

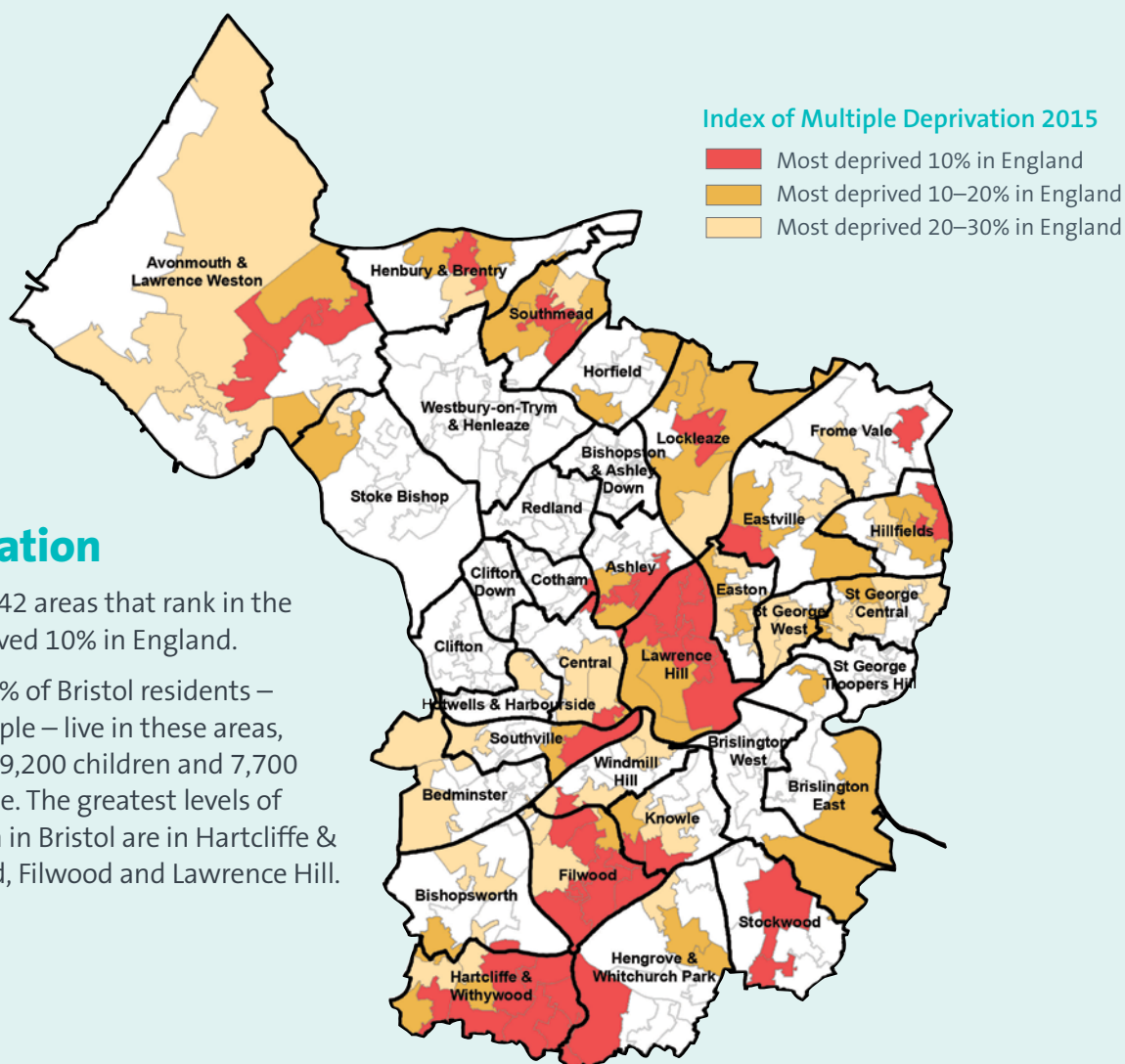
There is a persistent gap in life expectancy between the most and least deprived areas, which has not shown any clear signs of reducing in the last 10 years.



Deprivation

Bristol has 42 areas that rank in the most deprived 10% in England.

In 2016, 16% of Bristol residents – 73,400 people – live in these areas, including 19,200 children and 7,700 older people. The greatest levels of deprivation in Bristol are in Hartcliffe & Withywood, Filwood and Lawrence Hill.



Our Corporate Strategy – at a glance

Bristol City Council is committed to building a better Bristol which includes everyone in the city's success. We are here to take care of the economic, social and environmental wellbeing of Bristol alongside many other local, regional and national organisations.

This Corporate Strategy lays out our vision, values and key themes to make sure the council plays its part in creating a city that is successful for everyone.

our Vision

We play a leading role in driving a city of hope and aspiration where everyone can share in its success.

our Themes

Empowering and Caring: Work with the city to empower communities and individuals, increase independence and support those who need it.

Fair and Inclusive: Improve economic and social equality, pursuing economic growth which includes everyone and making sure people have access to quality learning, decent jobs and homes they can afford.

Well Connected: Take bold and innovative steps to make Bristol a city which is better connected, linking up people with jobs and with each other.

Wellbeing: Create healthier and more resilient communities where life expectancy isn't determined by wealth or background and children have the best possible start in life.

Belonging: Make Bristol a place where everyone has a stake, ensuring people feel at home and have a sense of ownership in shaping the city.

our Values and Behaviours

Dedicated

We strive to make a difference

Curious

We ask questions and explore possibilities

Respect

We treat each other fairly

Ownership

We accept personal accountability

Collaborative

We come together to reach shared goals

Our Key Commitments

Empowering and Caring:

- Be great corporate parents and safeguard children and vulnerable adults, protecting them from exploitation or harm.
- Prevent people becoming homeless and reduce the overall level of homelessness, with no-one needing to spend a 'second night out'.
- Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of adult and children's social care provision.
- Prioritise community development and enable people to support their community.
- Protect children's centre services and develop their role in communities.

Fair and Inclusive:

- Make sure that 2,000 new homes – 800 affordable – are built in Bristol each year by 2020.
- Improve educational equality and attainment, also ensuring there are enough school places to meet demand and a transparent admissions process.
- Develop a diverse economy that offers opportunity to all, valuing small local businesses and traditional trades alongside the city's high-tech and creative sectors.
- Make quality work experience and apprenticeships available to every young person.

Well Connected:

- Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.
- Make progress towards being the UK's best digitally connected city.
- Deliver high standards of physical accessibility, becoming a city that is safe and open for everyone.
- Reduce social isolation and help connect individuals and communities socially.

Wellbeing:

- Improve physical & mental health and wellbeing, reduce inequalities in health and consider health in all our policies.
- Take action to improve air quality and minimise our environmental impact.
- Build resilience, improving our ability to cope with environmental, economic or social 'shocks and stresses' while putting Bristol on course to be run entirely on clean energy by 2050.
- Encourage life-long learning in environments where both academic and emotional development are understood and delivered together.
- Tackle food poverty.

Belonging:

- Develop political connectivity locally, nationally and globally to benefit Bristol, involving people and influencing decisions which affect us.
- Bring greater race, class, sexuality, gender and disability diversity to city leadership.
- Support meaningful city participation, offering more involvement in decision-making and social investment in the community.
- Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.
- Take a zero-tolerance approach to abuse or crime based on gender, disability, race, religion or sexuality.

Helping us achieve our priorities

One City Plan: The long-term city-wide plan for Bristol, created and owned by partners across the city. It guides our thinking around key issues and our plans show how we'll contribute to achieving its aims.

Regional Devolution: Working as a key member of the West of England Combined Authority to help shape how £900m of investment is spent to improve transport, provide jobs and strengthen adult education.

Medium Term Financial Plan: Providing us with a five-year forward look at the financial environment and the principles by which we can make good financial decisions and invest our money wisely.

Health and Social Care integration: Working with our NHS partners to bring health and social care closer together and create a more effective and efficient health pathway for patients, with a bigger focus on prevention.

Business Infrastructure: Working with back office services to identify what needs to change to be a more effective and efficient council. It will deliver and embed those changes to make sure we have the right internal infrastructure and culture to be a high-performing organisation.

Workforce Plan: Sets out how the council will support our colleagues to be able to deliver for our citizens by developing their skills and careers as a model employer.

Introducing our Vision

“We play a leading role in driving a city of hope and aspiration where everyone can share in its success.”

We are committed to building a better Bristol that includes everyone in the city’s success. We are here to take care of the economic, social and environmental wellbeing of Bristol alongside many other local, regional and national organisations. In fact, we all have a role to play.

Given the financial pressures facing this council, the entire public sector and the country as a whole, we must transform ourselves. By 2023 we’ll have needed to save over £300m in the preceding 12 years. At the same time the city’s population is projected to rise from 428,100 in 2011 to around 484,400 by 2023¹.

We cannot afford to keep providing all of the same services in the same way. We must think differently about what the council is here to do, working with everyone to reduce the need for services in positive ways which empower people to live successful, independent lives as part of their community. You can read more about Our Way of Working on *page 10*.

To achieve our vision we must also ensure the social, economic and political inclusion of everyone, irrespective of age, gender, sexuality, disability, ethnicity, religion or socio-economic status. Research has shown that the UK’s existing economy is no longer generating rising prosperity for a majority of the population. It requires reform, and a new, more inclusive approach². We want our city to prosper, but the growth must be inclusive – where as many people as possible can both contribute to and benefit from growth.

A fairer, more inclusive Bristol will contribute to reducing many of the negative outcomes associated with inequality. It will improve people’s quality of life and have a beneficial impact on our mental and physical health, along with the council’s financial bottom line. Whatever our challenges, this is cause for hope and aspiration.

¹Source: 2014-based Sub-national Population Projections, Population Projections Unit, ONS. Crown copyright 2016

² See for example, IPPR: *Time for Change: A New Vision for the British Economy – Interim Report*

Our Values and Behaviours

How we achieve our vision is as important to us as the vision itself. We are defined by how we behave and what we do, so this must be driven by clear values and behaviours that say what we stand for.



Our Way of Working

We are trying to look at our services in a different way and are making decisions about our whole approach on this basis:

We develop people and places to improve outcomes, empower communities and reduce the need for council services

There will always be help for those who most need it, but rather than getting involved we will:

- empower people and communities, helping promote independence and resilience
- work more closely with partners, doing things together to get more bang for our buck
- invest in community-led activity where appropriate to help communities do more for themselves
- raise more money in a fair, business-like way.

In the past we have, with good intentions, encouraged citizens, communities and organisations to become dependent on council funding or intervention when it wasn't always strictly needed or necessary. The problem with this is that it does not help people help themselves, meaning they can often stay stuck with the same issues and become disempowered, unable to achieve what they'd like to without our contribution. Our way of working will do more to help people help themselves.

We can sum up our approach with the following model:

Help to help yourself (Tier 1)

Accessible, friendly and quick access to information and advice, along with a range of self-serve transactions.

Help or a service when you need it (Tier 2)

Making sure help, support and appropriate services are available when needed, focusing on preventative work and helping avoid the need for more intensive or long-term support.

Help to live your life (Tier 3)

More intensive support or services where they are needed most.

Our Organisation

We have ambitious aims for the city and its people. We realise, however, that not everything revolves around the council or is within our power, which is why we are working far more closely with partners on our shared One City Plan. If we're to make a valuable contribution to the city and achieve our aims some things need to change.

Underpinning all of our work is the need to innovate and improve where we need to, ensuring the council is one that people are proud of and which delivers its priorities to high standards.

To do this we've got four big priorities:

- **Redesign the council to work effectively as a smaller organisation**
- **Equip our colleagues to be as productive and efficient as possible**
- **Make sure we have an inclusive, high-performing, healthy and motivated workforce**
- **Be responsible financial managers and explore new commercial ideas**

By planning with these in mind, we'll be sure that our services are fit for purpose and are modelled upon the best examples from the private and public sectors. We'll develop our reputation and brand, helping make sure we can use our buying power to shape and influence the market and that partners want to work with us. Together we'll seek new opportunities which generate money that can be reinvested in delivering our priorities.

Our Workforce Plan sets out our ambitions to develop a high performing workforce. It focuses on seven work streams that bring together a strong employer brand, linked to performance management and being a great place to work. It also promotes the wellbeing of our colleagues and encourages individuals and teams to develop and be confident about the work they do.

In short: being the best we can be.



Our Strategic Themes and Key Commitments

To make sure we are really clear about how we spend our time, effort and money, we have the following strategic themes and key commitments. These express the major issues that we believe are most important in achieving our vision, rather than simply listing everything that we do.

This prioritisation also provides the foundation for a ‘performance framework’. Underneath these top level themes and commitments there are specific Business Plans. These one-year action plans for each theme say more about what we’ll specifically do and how we will measure progress. To keep this Corporate Strategy clear and concise, we’re only looking at the top level here along with the most important measures of our success.

Empowering and Caring:

Work with the city to empower communities and individuals, increase independence and support those who need it.

Fair and Inclusive:

Improve economic and social equality, pursuing economic growth which includes everyone and making sure people have access to quality learning, decent jobs and homes they can afford.

Well Connected:

Take bold and innovative steps to make Bristol a city which is better connected, linking up people with jobs and with each other.

Wellbeing:

Create healthier and more resilient communities where life expectancy isn’t determined by wealth or background and children have the best possible start in life.

Belonging:

Make Bristol a place where everyone has a stake, ensuring people feel at home and have a sense of ownership in shaping the city.

One City Plan topics

These are the topics which will be covered in the emerging One City Plan. We’ve mapped these against our Key Commitments to help show what each contributes towards.



Skills, education and employability



Community safety and justice



Health and social care



Enterprise and innovation



Deprivation



Culture and tourism



Housing and regeneration



Transport, digital and infrastructure



Public workforce and leadership



Communities, diversity and resilience



















Environment

Theme 1: Empowering and Caring

Working with the city to empower communities and individuals, increase independence and help support those who need it

Working with the city, wherever possible, we will:

- Be great **corporate parents** and **safeguard** children and vulnerable adults, protecting them from exploitation or harm.   
- Prevent people becoming **homeless** and reduce the overall level of **homelessness**, with no-one needing to spend a 'second night out'.    
- Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of **adult and children's social care provision**.   
- Prioritise **community development** and enable people to support their community.   
- Protect **children's centre** services and develop their role in communities.   

How we will know our actions are delivering

- An increase in the proportion of looked after children who meet and exceed their educational achievement outcomes.
- A reduction in the number of homeless households and rough sleepers.
- An increase in the proportion of service users being supported in their own homes and reducing the number of people in institutional care.
- An increase in the proportion of people who volunteer in their communities.
- A reduction in the gap between children in the 30% most deprived 'Super Output Areas' achieving a good level of development at Early Years Foundation stage compared to those not in the most deprived areas.

Whilst we will always provide targeted care, support and protection to our most vulnerable citizens, we must also focus more on empowering and enabling people. By doing so we'll protect our ability to invest in those who are most in need of help and people for whom intervening helps prevent a damaging slide into greater difficulty.

We also need to ensure that we harness the power of Bristol's diverse communities. When citizens and local groups come together and share their gifts, skills and passions they build well connected neighbourhoods with the ability to quickly help each other. The council's job is to enable this, for example in providing training, start-up support or using our assets to creatively support communities., and to ensure that we are still offering our citizens the right level of support.

Empowering people and communities should not be mistaken for simply withdrawing and leaving people

to it. We will work hard to provide practical assistance but the focus is on creating self-sufficiency. For example, providing financial grants costs us money and encourages organisations to rely on that income when in truth we might not always be able to provide it. However, if we provide low-cost start-up loans, advice and support of fundraising and developing a sustainable business model, a growing community organisation may be better able to operate successfully for much longer.

By working in this way we will be more able to fund critical services, such as providing care and support for those who need it. We will focus on helping people in ways which foster independence and personal control wherever possible. For example, many older people are keen to retain their independence and live in their own home rather than move into residential care. They may however, need some help in managing at home and it is crucial that in such cases that 'home based care' services are accessible to them.

About our Empowering and Caring Key Commitments:

1. Be great corporate parents and safeguard children and vulnerable adults, protecting them from exploitation or harm.

We are committed to being an effective, caring, and ambitious corporate parent. We care *about* our children in care, not just *for* them, and ensure the same standard of care as any good parent.

We have high aspirations for our children and will be strong advocates for them. We want to equip the children and young people in our care with the skills and tools to live fulfilling, successful, and rewarding lives.

We are refreshing our Corporate Parenting Strategy and Pledge to Children in Care and Care Leavers, to

build on the progress made and ensure we're able to meet new challenges and policy developments.

Safeguarding is everyone's business and we have a key role to play. We are a member of the Bristol Safeguarding Children Board and the Bristol Safeguarding Adults Board. These bring together representatives from agencies across the city to oversee multi-agency safeguarding arrangements across the city to help keep children and vulnerable adults safe from harm.

2. Prevent people becoming homeless and reduce the overall level of homelessness, with no-one needing to spend a 'second night out'.

Bristol has one of the highest rates of homelessness in the country. Some 979 households in the city were accepted to be statutorily homeless in 2016–17. This figure was down on the 1,006 homeless households recorded for the previous year, but it still means that around one in every 198 households in the city were homeless in 2016/17. In November 2016 there were also 74 rough sleepers identified in Bristol at the national Rough Sleeper count. Bristol's figure represents one of the highest rough sleeper counts recorded nationally and it is accepted that the annual count may underestimate the true scale of rough sleeping in the city.

Our aim is to prevent or relieve homelessness and enable citizens in housing need to access affordable housing that meets their needs. This includes action planning with, and supporting vulnerable people to, sustain their tenancies, maximise their income and to access employment. We will do this within the guidance of the Homelessness Reduction Act 2017. Working alongside our internal and external partners and following the actions within our Trailblazer programme, we will identify households at risk and work to prevent them becoming homeless.

3. Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of adult and children's social care provision.

Some children, families and adults will always need higher level of support from council services and we need to ensure that vulnerable people in the city are protected and cared for.

However, we also recognise that this level of support is not wanted or needed. Sometimes relatively low levels of intervention can have a big impact in people's lives. Providing the right help at the right time can prevent people falling into crisis and empower and support people to live longer, happier lives independently.

As such we are working with partners to look at new sustainable ways to deliver our adult social care provision around the 'three tier model' (*see page 10*). This will focus on keeping people out of critical situations wherever possible, thereby lowering the cost of care services. We are also working with partners to keep children safe by strengthening families so that fewer children come into care. We want to ensure that we have a diverse system which recognises that everyone is different and that people from different cultural backgrounds may have different care requirements.

4. Prioritise community development and enable people to support their community.

Bristol has a proud tradition of citizen- and community-led action. We want everyone to be able to achieve their potential, pursue the things they care about and build strong communities. We know that sometimes the way we do things can hinder rather than help. We will work with citizens and partners to simplify our procedures, publish data in an open and easy to use way, improve and increase access to online information and services and where appropriate take a step backwards, enabling partners who are well-equipped to take our place.

Taking an ‘asset based community development’ approach we will work with communities and partners to transfer assets and power to greater numbers of people so they have more involvement. Together we’ll build on what’s strong, help people get and stay connected, and encourage community action.

Our Community Development Team has been developing this approach in neighbourhoods.

Lockleaze, St Annes and St Judes are three places where trials have helped:

- Build confidence so citizens can connect with each other to make a change in their neighbourhoods. It allowed neighbours in St Judes to organise street-play events which over 100 people attended.
- Create a better connected neighbourhood with more ability to mobilise itself for community benefit. In Lockleaze, the Old Library has been handed over to community ownership.
- Celebrate culture – in Lockleaze a community supper was set up to create an environment to affordably eat out, where people could also learn about the culture and background of different people in their community.

These small but important successes make us believe this is a model that can help things work better for everyone, at less cost to the public purse.

5. Protect children’s centre services and develop their role in communities.

Every child deserves the best possible start in life.

Our Children’s Centres deliver integrated early education, health and family support services to help make this a reality whilst strengthening communities and reducing disadvantage. Children’s centres identify children and families in need of additional support at the earliest possible opportunity to prevent escalation of need. Some 85% of families living in the 10% most disadvantaged Super Output Areas are currently registered with their local Children’s Centre, an increase of 8.5% in the last two years. Across Bristol 80.9% of families are registered with a Children’s Centre in Bristol, which equates to almost 25,000 children under five years of age.

We are keen to bring more services together in mixed-use buildings, but we will prioritise and protect the actual provision of this service. The impact on children’s early learning and development can be evidenced by improved outcomes for the least advantaged children at the end of the Early Years Foundation Stage. The gap in achievement between children in the 30% most disadvantaged wards and their peers has steadily reduced in recent years and at 13% is 2 percentage points less than in 2015. We want to continue to build on this success.

¹A small geographical area of around 1,500 people.

Theme 2: Fair and Inclusive

Improve economic and social equality, pursuing economic growth that includes everyone and making sure people have access to quality learning, decent jobs and homes they can afford

Working with the city, wherever possible, we will:

- Make sure that **2,000 new homes – 800 affordable – are built in Bristol each year by 2020.**
- Improve **educational equality and attainment**, also ensuring there are **enough school places** to meet demand and a transparent admissions process.
- Develop a **diverse economy** that offers opportunity to all, valuing small local businesses and traditional trades alongside the city's high-tech and creative sectors.
- Make quality **work experience and apprenticeships** available to every young person.



How we will know our actions are delivering

- An increase in the number of homes built towards the 2000/800 target by 2020.
- A reduction in the gap between disadvantaged pupils (including pupils with special educational needs, disability and children in care) and the Bristol Average at Key Stage 4.
- A reduction in the difference between high performing and poorly performing areas in the number of unemployed people.
- An increase in the proportion of young people who have experience of work/apprenticeship by school age 16.

We want Bristol to be a fairer, more equal city for everyone, but particularly for our children to grow up in¹. Growing the economy and reducing poverty are not separate areas of activity and 'trickle down' economics has failed to reduce inequality. Poverty is caused by issues such as unemployment, low wages and insecure jobs, ill health, lack of skills and high costs (especially for housing). We want a city where everyone can access high-quality schools and lifelong learning, where they can afford a decent home, get the health and appropriate social care they need, can access affordable and reliable public transport and find quality jobs.

Decent housing and a high quality built environment can contribute much to the overall health and wellbeing and quality of life for Bristol residents². Currently demand for housing in the city far exceeds supply, resulting in both high rents and high house

prices. Finding innovative ways of increasing the availability and affordability of a range of housing types and creating communities where people want to live and work is therefore a priority.

Education and skills are also vital for people to make the most of economic opportunities, but children from low-income backgrounds often achieve worse results at every stage of their education compared to those from better-off families³. We want people in our poorest communities to have greater access to education and skills training so they can improve their employment prospects. We also need to improve overall educational results and ensure people learn emotional and life skills alongside academic learning. As a **UNESCO Learning City** with a thriving Learning City Partnership we have a really good base to work from.

¹ 42 areas in the city are among the 10% most deprived in the country and six areas are in the 1% most deprived. Within Bristol there is a considerable inequalities gap in the percentage of children living in low income families, particularly in Hartcliffe and Withywood, Filwood and Lawrence Hill (Bristol City Council, *Deprivation in Bristol 2015*)

² See for example, *The Marmot Review: implications for Spatial Planning*

³ See for example, Joseph Rowntree Foundation, *Experiences of poverty and educational disadvantage*;

About our Fair and Inclusive Key Commitments:

1. Make sure that 2,000 new homes – 800 affordable – are built in Bristol each year by 2020.

Warm, secure, affordable housing provides a springboard to achieving a high quality of life. As documented in '**Bristol Housing Market in 2017**' house prices and rents are increasing, as is homelessness and rough sleeping. The Private Rented Sector continues to grow, bringing issues such as the insecurity of short term tenancies and, for some, poor conditions or tenancy management.

We will put significant resources towards making sure that 2,000 new homes – 800 of which meet the planning definition of 'affordable' (social rent, affordable for rent or shared ownership) – every year by 2020. Meeting housing demand is not only a challenge in Bristol, therefore the West of England councils are working together to address these challenges with a strategy to plan transport infrastructure and houses together, the **Joint Spatial Plan**.

We are focusing many ways to address this complex issue. They include:

- directly increasing the development of new homes by building more council houses

- working with partners to enable others to build more homes. We are removing barriers to developing homes by setting up a dedicated Housing Development Team and through an Affordable Housing Grant to enable Registered Providers and developers to provide more affordable homes
- support community build housing offering local communities, Community Land Trusts, local builders, eco-homes and self-builds the chance to identify land and empty buildings for redevelopment and bring forward appropriate council land to kick-start development
- bringing together representatives from the different housing sectors at the Bristol Homes Board
- to provide leadership across a range of housing issues

This work is supported with the provision of £175million in funding from our budget.

2. Improve educational equality and attainment, also ensuring there are enough school places to meet demand and a transparent admissions process.

Achievement gaps for disadvantaged children in the city are unacceptably high and are widening. Children on free school meals, children with special educational needs, disabled children, children in care and children from some minority groups are not achieving their potential or the basic level of qualifications that will enable them to access further education or secure employment. While overall attainment levels are broadly in line with those of other major cities, there are significant differences in children's progress and outcomes in different parts of the city.

We have prioritised improvements in three key areas: attainment, achievement and attendance across all maintained and academy school settings. Ongoing monitoring, support, intervention and challenge of schools will be harder in a climate of diminishing resources, but we are working in partnership to capitalise on expertise across the city.

Our ambition is for all children in Bristol to enjoy equality of access to good or better schools and to achieve excellent outcomes that places Bristol schools in the top quartile of school nationally.

We will work in partnership with local, regional and national bodies – Teaching Schools, Bristol Association of Secondary Heads, Primary Heads Association, Special Schools, Early Years settings and the Regional Schools Commissioner's office – to ensure future success.

With a growing population we also need more school places. Following a large increase in pupil numbers in primary schools, the focus has moved to secondary schools as the increased numbers of pupils get older. In order to meet growing demand we are working with partner schools and academies and the Education and Skills Funding Agency to increase the supply of secondary school places across the city.

The admissions process can be complex and we are also working with schools and academies to improve information and make the admissions process easier

to understand and accessible to parents from all backgrounds.

3. Develop a diverse economy that offers opportunity to all, valuing small local businesses and traditional trades alongside the city's high-tech and creative sectors.

In a time of great change, both nationally and globally, maintaining a dynamic and diverse local economy is essential to ensure Bristol's continued prosperity, social cohesion and future resilience. We need to consolidate our economic strengths in high-value manufacturing, engineering, low carbon industries, creative and digital production, and professional and financial services. We must also take the initiative to support and improve business sectors that employ larger numbers of people: public, health, care, retail, hospitality, construction and land-based services. For example, where possible we will help new and existing businesses access European and UK sources of finance and know-how.

Alongside this, we need to promote start-ups and support the growth of micro and social enterprises, and make it easier for our citizens to access jobs by learning new skills and moving within and between these sectors.

We work with many local businesses, the city's universities, charities, social enterprises and community partners to develop the economy and promote inclusive growth. In the coming years we will work harder to strengthen these partnerships, attracting more external investment than in the past, and enabling other organisations to work together to develop an inclusive growth strategy. We will ensure more projects are led and delivered in partnership both city-wide and in our local communities. At the same time, we will continue to work actively with the West of England Combined Authority on major publicly funded projects to provide high quality and sustainable economic, transport, workspace and digital infrastructure. This will be crucial to both Bristol's international competitiveness and our capacity to provide and extend economic opportunities for all our citizens.

4. We will make quality work experience and apprenticeships available to every young person.

BristolWays2Work Strategy 2016–20 outlines the approach of the Bristol Learning City Partnership to improve the local employment, skills and learning offer so that more local people can improve their employment prospects and outcomes. We are prioritising actions to help equalise career development opportunities for young people. To achieve this we are investing our capacity and resources in two key initiatives:

Bristol WORKS is aiming to bring together local employers and secondary schools to increase experience of work activities. We are targeting those pupils who are less connected to employer networks and introducing a new framework of activities which we hope will engage and inspire young people to consider different career options.

A new Apprenticeship Steering Group is also bringing us together with trade unions and other partners to pull together a strong apprenticeship strategy and offer. We plan to invest in both new recruits and existing colleagues, supporting skills development opportunities at all levels, including higher level qualifications and professional employment opportunities.

Clearly the council can provide some work experience and apprenticeships, but in order that every young person can access something meaningful we are working across many city partners, including schools, employers and training providers, and through our Learning City Partnership, making sure there is a really great 'Bristol offer' and that all young people – regardless of their economic or social background, or whether a care leaver, pupil with special educational needs or disability – can take part.

Theme 3: Well Connected

Take bold and innovative steps to make Bristol a city which is easier to get around and is better connected, linking up people with jobs and with each other

Working with the city, wherever possible, we will:

- Improve **physical and geographical connectivity**; tackling congestion and progressing towards a mass transit system.
- Make progress towards being the **UK's best digitally connected city**.
- Deliver high standards of **physical accessibility**, becoming a city that is safe and open for everyone.
- Reduce social isolation and help **connect individuals and communities socially**.



How we will know our actions are delivering

- Improvements in journey reliability time on key routes during the morning peak period
- An increase in passenger numbers using public transport year on year
- An increase in the proportion of residents in deprived areas, who have access to the internet at home via home broadband, mobile phone or mobile broadband.
- An increase in the proportion of residents who report they see friends and family as often as they like.

'Connected' doesn't just mean roads and transport. It's about being well connected in many ways, from transport through to digital, economic and social connections in our daily lives. Connecting people, ideas and information is one of the most powerful equalising forces and presents a huge range of opportunities.

Congestion continues to be a major challenge for the city². With more cars on the road, rush hour vehicle speeds have slowed down. Traffic congestion can be as detrimental to health as it is to the local economy and several hundred deaths a year in the city can be attributed to air pollution³.

Not only do low income communities have access to fewer transport options, residents in more deprived communities face greater risk of being killed or seriously injured on the roads and tend to be exposed to higher levels of air pollution¹. An integrated, accessible and sustainable mass transit solution is an essential component to delivering a more equal and inclusive Bristol. We will continue to work with our communities and have fulfilled our commitment to reviewing existing Residents' Parking Zones.

Through our Bristol Transport Plan, we want to reduce the impacts of transport on the environment, tackle congestion and encourage healthy lifestyles through widening travel choices, significant public transport schemes, and provision of safe and attractive cycling and walking routes.

Issues such as people feeling socially isolated within their communities can be made worse by our physical environment, especially for elderly and disabled people. The design of neighbourhoods, in particular street crossings and the quality of spaces can stop many vulnerable people from leaving their home. Fear of crime in public spaces and fear of traffic often stops elderly people from reaching services and community groups, and taking advantage of interaction with neighbours and local retailer in public spaces and shops. Our Bristol Local Plan sets out the overall approach for planning in Bristol, including specific policies on quality urban design. Through initiatives such as Neighbourhood Planning, local community groups can also set up neighbourhood planning forums to write their own policies for an area, which are used with the Local Plan to decide planning applications.

¹Campaign for Better Transport, *Transport and Poverty: A Literature Review*. See also, *Transport & Social Exclusion – Where are we now?*

²In 2011, the census recorded over 190,000 cars and vans in the city, around 25,000 more than there were in 2001. Despite this, 29% of Bristol households still do not have access to a car.

Closely related to these issues is that of accessibility. Whether someone has a disability, is in poor health or is simply trying to navigate the city with a pram and shopping bags, it's important that our city is accessible. This ranges from suitable quality public transport to building access to the way our streets and neighbourhoods are designed. Nobody in Bristol should be denied the opportunity to make the most of what the city has to offer – and that means

keeping physical accessibility high on the agenda.

It also means keeping digital connectivity in mind. We need to secure investment in digital connectivity to ensure residents and businesses can access digital technology and services. Better digital infrastructure can change everything – from how we run city services to whether an individual resident can access vital online services and support.

About our Well Connected Key Commitments:

1. Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.

We want to give people a genuine choice in transport and connect people to all parts of the economy.

Traffic congestion is a major brake on the economy of the city and a significant cause of air pollution affecting public health. Whilst MetroBus is a big step forward, more investment is needed in public and other sustainable transport to provide alternatives for travel in and around the city. As the city grows and changes so our transport system needs to develop and provide the necessary capacity to cope as well as unlock new opportunities.

Working with our partners and agents we will continue to deliver an ambitious transport capital investment programme to improve and extend the

life of the existing transport network. We are working with the other West of England Councils – Bath & North East Somerset, North Somerset, and South Gloucestershire – to produce a **Joint Local Transport Plan** provide the critical infrastructure for the delivery of the Joint Spatial Plan and help the region meet its transport needs for the next 20 years. As part of our future planning, we are developing a business case for a mass transit system to provide a significant new capacity for the sub-region.

The Mayor has also convened an independent Congestion Task Group, bringing together experts to examine and advise the council on all things 'congestion'; including the quick wins and longer term work needed to get Bristol moving.

2. Make progress towards being the UK's best digitally connected city.

For most households and businesses in Bristol access to broadband has shifted from being an optional amenity to an essential utility, like water or electricity. Bristol, like other UK cities, has an unequal distribution of superfast broadband. Around 7% of premises in the city have no superfast broadband offer and for many people and businesses there is a lack of competition and choice in suitable offerings.

People's work and leisure activities are increasingly facilitated online, and access to government services has been progressively shifting toward digital channels. As new services, such as Smart Home

automation, Tele-healthcare or Ultra-High Definition streaming video become more prevalent the demand for additional bandwidth and symmetrical upload/download speeds will rise exponentially.

We will work to help meet this demand by understanding the needs of citizens and businesses, using and developing council assets and services, and working with partners to secure investment from the Government and private sectors, to deliver a choice of services capable of satisfying current and future demand.

3. Deliver high standards of physical accessibility, becoming a city that is safe and open for everyone.

Quality urban design has a key role to play in place shaping and enhancing the city's positive features, as well as repairing the damage caused by insensitive development in the past. Through quality urban design, development can help to create distinctive, linked, sustainable places that support social inclusion and community cohesion. Good quality urban design can help ensure that many daily needs can be met within walking and cycling distance or provides easy access to public transport.

We want a thriving city consisting of connected neighbourhoods each with their own distinctive and complementary character and a vibrant, safe and welcoming environment in which high quality new development integrates and enhances the city's cherished historic environment.

Through the **Bristol Local Plan**, Bristol Transport Plan and related policies, future development in Bristol will be expected to:

- Contribute positively to an area's character and identity, creating or reinforcing local distinctiveness.

- Promote accessibility by creating places that connect with each other and are easy to move through.
- Promote legibility through the provision of recognisable and understandable places, routes, intersections and points of reference.
- Deliver a safe, healthy, attractive, usable, durable and well-managed built environment comprising high quality inclusive buildings and spaces that integrate green infrastructure.
- Create a multi-functional, lively and well-maintained public realm that integrates different modes of transport, parking and servicing.
- Promote diversity and choice through the delivery of a balanced mix of compatible buildings and uses.
- Create buildings and spaces that are adaptable to changing social, technological, economic and environmental conditions.

4. Reduce social isolation and help connect individuals and communities socially.

Social interaction is taken for granted by many and is a key component of a balanced, healthy and happy life. Not everybody has easy access to social opportunities and there are many reasons – for example it can be driven by economic, geographic, ethnic or religious factors.

Older people are particularly at risk of becoming isolated, so we are working in partnership with **Bristol Ageing Better** (BAB) to reduce social isolation and loneliness and help people live fulfilling lives.

We're also working with health partners to promote 'social prescribing' which helps connect people to social opportunities to tackle health issues.

Meanwhile our **Local Plan**, **Joint Spatial Plan** and related planning policies all aim to ensure that future development of the city is inclusive by design, where neighbourhoods are not isolated but interconnected so that varied social, economic and cultural opportunities are accessible to all, creating a better, healthier, safer, more sustainable and prosperous city in which people can thrive.

Theme 4: Wellbeing

Create healthier and more resilient communities where life expectancy isn't determined by wealth or background and children have the best possible start in life

Working with the city, wherever possible, we will:

- Improve **physical & mental health and wellbeing**, reduce inequalities in health and consider health in all our policies.
- Take action to **improve air quality and minimise our environmental impact**.
- **Build resilience**, improving our ability to cope with environmental, economic or social 'shocks and stresses' while putting Bristol on course to be run entirely on clean energy by 2050.
- Encourage **life-long learning** in environments where both **academic and emotional development** are understood and delivered together.
- Tackle **food poverty**



How we will know our actions are delivering

- A reduction in the gap in life expectancy for men and women between the most deprived and least deprived areas
- A reduction in levels of Nitrogen Dioxide detected in the Air Quality Management Area
- A year on year reduction in Bristol's CO₂ emissions.
- An increase in overall educational performance (Attainment 8).
- Increase the number of children who have access to a breakfast club.

Bristol is a successful city but the life chances of its residents differ significantly. There are deeply entrenched inequalities in different areas and communities within the city, including health issues, unemployment, educational attainment and experiences of crime. For example, there is a persistent difference in life expectancy for people living in the most and least deprived areas¹.

Although many surveys rate the city as one of the country's best and happiest places to live, detailed technical analysis shows that Bristol adults and young people have lower life satisfaction than the England average and local data suggests that mental wellbeing is worse for certain groups – those living in deprived areas, disabled people and lesbian, gay, bisexual, transgender and non-binary people².

Wellbeing in all its forms, from health to happiness, is really important to us.

Changing how we use energy in the city and how we deal with air and other forms of environmental pollution offers many opportunities to make Bristol a better place to live for everyone, now and in the future – with cleaner air, cleaner streets and a higher quality of life. Significant progress has already been made³. However, there are still many challenges ahead. Air pollution is a long-standing problem in Bristol, as in many other UK cities.

Moving towards a more 'circular economy', where goods and materials are reused and recycled rather than discarded as waste can also help contribute to protecting both our economy and our environment, with positive wellbeing outcomes. Here too, progress has been made⁴. But more work needs to be done. Waste and litter are still an issue in our streets, parks

¹Joint Strategic Needs Assessment (JSNA), *Data Profile 2016/17*. There is an estimated life expectancy gap of 9.6 years for men and 7 years for women between the most and least deprived areas in the city. This gap has not shown any clear signs of reducing in the last 10 years.

²Joint Strategic Needs Assessment (JSNA), *Data Profile 2016/17*. Over 35,000 adults in Bristol have a diagnosis of depression, and an estimated 7,100 children aged 5–18 have a common mental disorder. Bristol's suicide rate is high relative to England and self-harm rates are high for adults and young people, especially for females.

and green spaces. In response to this a Clean Streets Campaign was launched in November 2016 and a Clean Streets Strategic Plan is currently (Oct 2017) in development.

Cleaner, greener environments help support a wide range of positive objectives – on health, education, the local economy and community safety. We are working with many partners to improve our environment and will encourage everyone to play their part in this. We'll work in similar ways to promote resilience, helping create a place which can successfully weather storms in both a literal and metaphorical sense. The world can throw anything at our city – from financial crisis to severe weather to terrorist attack – and our ability to cope with eventualities is vital to people's sustained wellbeing.

A longer term issue is that of public health. Prevention of ill health has traditionally been seen as the responsibility of the NHS, despite public health being a statutory remit of local authorities. Health inequalities are linked to many other social issues including poverty, unemployment or insecure employment, educational inequalities and poor housing conditions. The health and wellbeing of individuals cannot be separated from the wider environment in which people live, and tackling health

inequalities requires the involvement of a range of people and organisations alongside traditional public sector services.

For example, food poverty is an increasing problem in many cities in the UK, but the issue itself is complex. Cultural norms, knowledge and skills, social networks, and the impact of marketing of unhealthy foods all play a part. So too does transport and access to shops that sell affordable, healthy food, as well as having facilities available to cook it – all these inter-related factors combine to contribute to food poverty. Tackling the issue will require a joined-up response across many partners.

Connecting people in poverty to opportunities is at the heart of an inclusive growth agenda.

We want to ensure that all local people can access empowering lifelong learning opportunities – particularly those people who have been excluded or marginalised from formal education; ensuring that every learner belongs, has their voice heard and is provided with the knowledge and skills to take ownership of their future. This doesn't just mean more 'book learning', but helping create environments where learners are taught emotional and life-skills seamlessly alongside traditional teaching.

About our Wellbeing Key Commitments:

1. Improve physical & mental health and wellbeing, reduce inequalities in health and consider health in all our policies.

In Bristol, people in the poorest areas live approximately 10 years less than those in the richest, and they live longer in ill health before their early death. This is a stark and sobering reality. Together we can change some of the factors that cause this inequality. The factors that we can change include: social and economic issues (40%), health behaviour lifestyle (30%), the standard of clinical care (20%) and the physical built environment (10%).

We will take a strategic city wide approach to reducing health inequalities and improving health and wellbeing. This includes commissioning public health services to help people help themselves and provide support when they need it, whilst also working with partners to develop and deliver strategic approaches to complicated issues like poor mental health and wellbeing, alcohol misuse and weight issues. This will mean continued work with health-related partners to help improve clinical care and pathways, working together to support healthy lives from conception to their end.

³Our city has reduced carbon emissions per person by 34% since 2005 and we are now aiming to be completely carbon neutral by 2050, potentially becoming the first carbon neutral city in the UK. Bristol City Council itself is working towards a new 50% reduction target for its own emissions by 2020 after meeting its 40% goal five years early. It has also made large strides in renewable energy. For example, in 2016/17, the council produced enough renewable electricity and heat to offset 42.5% of all the carbon produced in the council's buildings this year.

⁴Since 2004/05 Bristol's annual recycling/composting and re-use rate has increased significantly from 12.7% to around 45%.

The council has some power to influence the physical built environment. Many studies show the positive health effects of good quality built environment and green space¹ – it helps to decrease blood pressure and cholesterol, improves mental health and the ability to face problems, and reduces stress levels. Green space also encourages social contact and integration, provides space for physical activity and play and improves air quality. As we develop more homes, businesses and communities it is crucial that we continue to embed so-called ‘green infrastructure’ such as parks and ‘green lungs’ of natural space. This will help us reduce pollution, improve air quality,

physical & mental health and social interaction. It also helps us mitigate climate change and reduces the risk of flooding.

We will also make sure we actively consider the health impacts of all council policy, in the same way that we consider things such as cost, equalities and legal issues. This helps us make sure that we’re making a positive difference and not implementing policies with unintended consequences for people’s health. It also helps us see when there might be a health impact so that we can think about mitigating it and make major decisions with our eyes open to their potential impact.

2. Take action to improve air quality and minimise our environmental impact.

Air pollution in Bristol breaches legal standards for Nitrogen Dioxide (NO₂) and this adversely affects people’s health and leads to premature deaths. We are tackling this by developing a formal Clean Air Plan by December 2018 and will consult with partners, businesses and citizens about this.

Further detail about the work being undertaken in Bristol to tackle climate change and energy security can be found in **Our Resilient Future: A Framework for Climate and Energy Security**. Information on waste and recycling is outlined in the **Waste and Resource Management Strategy**. A Clean Streets Plan is currently (as at October 2017) being finalised to sit alongside our Waste Strategy.

In terms of minimising our environmental impact – we all need to change our relationship with waste. Produce less, drop less, re-use and recycle more. This is about people changing their behaviour, from volunteering for litter picks to simply not dropping litter or fly-tipping, rather than the council just cleaning up after people. The city’s household recycling rate is 43.6%, compared to a **UK core cities** average of 31.8% and national average of 43%, but it is in every householder’s power to improve this further.

We also plan to help improve home insulation, offering grants and loans to council house tenants, landlords and private home owners to create warmer, healthier and more environmentally friendly homes.

3. Build resilience, improving our ability to cope with environmental, economic or social ‘shocks and stresses’ while putting Bristol on course to be run entirely on clean energy by 2050.

Reducing our carbon emissions through the use of clean energy will make our city a more resilient and better place to live. It will create jobs, improve homes and health, reduce air pollution, attract investment and allow Bristol to compete even more strongly on a global stage. We’ve been funded by the Rockefeller Foundation as one of their 100 Resilient Cities worldwide, developing a strong plan to make Bristol better able to cope with whatever life throws at it.

Our strategic direction of travel is outlined in the resulting **Bristol Resilience Strategy** and **Our Resilient Future: A Framework for Climate and Energy Security**. Issues such as flood risk are outlined in the **Local Flood Risk Management Strategy**.

We plan to work alongside and attract partners to gain investment of around £800m to £1b that is required over the next ten years to enable us to stay on course to be a carbon neutral city by 2050.

¹The Marmot Review: implications for Spatial Planning

4. Encourage life-long learning in environments where both academic and emotional development are understood and delivered together.

Whether you're a child in school or an adult who is learning new skills, it's important for everyone's long term wellbeing that we help people develop emotional skills such as personal resilience along the way. In a learning environment people are receptive to picking up new behaviours. Moving beyond academic and vocational subjects to include things like healthy lifestyles, building confidence and developing coping skills could help people live happier lives with less need of healthcare or other public services.

We'll seek to embed this principle where we directly provide education and skills services, but will also work alongside partners to build the case for a

broader application in many learning environments. We need to work with universities, schools, the media, museums and libraries, community and voluntary sector groups and Trades Unions to create these opportunities together.

We will also continue to deliver a wide range of adults' courses which take place in children's centres, schools and a range of community venues across the city. We set up progression pathways for learners with statutory providers, employers and learning providers to enable learners to progress. If all of those offered emotional and personal development opportunities along the way we could make a big difference.

5. Tackle food poverty.

Food poverty is the inability to afford, or to have access to, food to make up a healthy diet.

It is about the quality of food as well as quantity.

Lack of money coupled with inadequate physical resources (e.g. cooking facilities, local food shops, access to transport) and inadequate skills and/or social networks are central to creating food poverty¹.

Research shows that, in general:

- Areas with high proportions of BME residents and/or low-income families are likely to have fewer supermarkets and more convenience stores and fast-food outlets.
- There are high numbers of fast food outlets in areas of high deprivation and fast food chains are concentrated in more deprived areas of England and Scotland.

- Associations between proximity to fast food and actual consumption and/or body mass index (BMI) are less clear, but...
- People living in areas with shops selling a wider variety of produce tend to eat more fruit and vegetables than those living in areas with shops selling fewer varieties of produce.

Tackling food poverty therefore requires action across a range of council service areas, including transport, planning and public health. But it is not just an issue for the council and many partners can contribute. We are working with Bristol Food Banks, Social Enterprises and other partners as part of 'Feeding Bristol' to tackle food poverty within the city. One major initiative is to ensure every school child in Bristol has access to a Breakfast Club at school by 2020, something which is being kindly supported by the city's faith networks.

¹See Bristol City Council, *Food Poverty: What does the evidence tell us?*

Theme 5: Belonging

Make Bristol a place where everyone has a stake, ensuring people feel at home and have a sense of ownership in shaping the city

Working with the city, wherever possible, we will:

- Develop **political connectivity** locally, nationally and globally to benefit Bristol, involving people and influencing decisions which affect us.
- Bring greater **race, class, sexuality, gender** and **disability diversity** to city leadership.
- Support meaningful **city participation**, offering more involvement in decision-making and social investment in the community.
- Keep Bristol a **leading cultural city**, helping make culture, sport and play accessible to all.
- Take a **zero-tolerance approach to abuse or crime based on gender, disability, race, religion or sexuality**.



How we will know our actions are delivering

- An increase in the number of people registered to vote in Bristol.
- An increase in the proportion of women and BME People in the top 5% of council earners.
- An increase in the proportion of residents who feel they can influence local decisions.
- An increase in the proportion of residents satisfied with Bristol's Neighbourhoods as a place to live.
- An increase in the proportion of residents who take part in a cultural activity at least once a month.
- An increase in hate crimes reported to Avon & Somerset Police.

Much of our ambition for Bristol and its council involves the closer involvement of communities and individuals in many parts of city life. Many people are motivated by giving something back or simply feeling part of their community, so this can be a mutually beneficial process. We all want to feel like we belong and we'd like it if everyone felt they had a personal stake in Bristol.

We want to be an empowering and enabling council, but to do this we need to engage more people in civic life and help provide the advice, skills, capacity or simple permission to empower them to take positive action. For people to feel motivated to act, they must first feel like they belong.

A sense of belonging can be developed in many ways, from political engagement to community action to simply being made to feel welcome. Bristol has come far in terms of welcoming people from all

backgrounds, not least in being a recognised City of Sanctuary which actively supports refugees.

The 2011 census showed that over the preceding decade Bristol became increasingly diverse. The proportion of the population who are not 'White British' increased from 12% to 22% of the total population. The proportion of people living in Bristol who were not born in the UK increased from 8% to 15%. In Bristol there are now at least 45 religions, at least 187 countries of birth represented and at least 91 main languages spoken.

We believe that this diversity is a strength. We want to see it better reflected in leadership of the city and to ensure that no-one faces barriers to being part of city life simply because of who they are. In particular we do not believe anyone should be a victim of crime or live in fear of crime based on gender, disability, race, religion or sexuality.

We also want to improve the accessibility and what the city offers as part of its thriving cultural and sporting scenes. Research has shown that engagement in culture and sport/physical activity is associated with increases in wellbeing, improvements in health¹, improved educational and economic prospects and higher levels of positive civic participation². There is a national recommendation of at least 150 minutes of moderate activity or 75 minutes vigorous activity per week for adults, and an hour per day for children, but nationally around half of women and a third of men do not meet these recommendations. In Bristol around 40% of people do not do enough physical activity, but

this varies significantly across the city. In addition, some 83% of 15 year olds in Bristol do not meet the recommendations.

Participation in cultural activity similarly varies across the city. There have been successes in efforts to broaden the reach of cultural and leisure activity in Bristol. Bristol's Museums have successfully increased Black and Minority Ethnic (BME) audiences and improved engagement thanks to programmes such as their English for Speakers of Other Languages (ESOL) courses and youth panel. We acknowledge that more work needs to be done to broaden participation in both culture and sport across the city.

About our **Belonging** Key Commitments:

1. Develop political connectivity locally, nationally and globally to benefit Bristol, involving people and influencing decisions which affect us.

All of us are affected everyday by political decisions whether they are made at a local or global level. Having influence in the decisions which affect us is vital, whether you're a citizen affected by council decisions or a council which is affected by national and global policy.

The UK is one of the most centralised countries in the Western world, meaning most of the power is held by the government which often dictates what we do³. We want to dedicate more time and energy to these relationships to try and serve Bristol's interests; from funding decisions or the way in which policy affects normal people's lives. To do this we'll invest in skilled officers and work through strong, established networks – such as the **UK Core Cities group**, the **Local Government Association** or the **Global Parliament of Mayors**.

We will build tangible and proactive links between Bristol's citizens and the organisations making decisions which affect us all. We will ensure that the voices of Bristol's citizens are heard at every level, from the West of England Combined Authority and other local and regional partners, through to the national government. We will also engage internationally, collaborating with other cities and international institutions to solve common challenges in Bristol and abroad, and to ensure that cities and regions have a stronger national and global voice around the world.

¹It is estimated that the NHS in Bristol spends over £3 million each year treating people for ill health caused by physical inactivity

²See, for example, Department for Digital, Culture Media & Sport, *Health and Educational Benefits of Sport and Culture*

³Around 17% of local money is raised locally in the UK, while 55% is the average across the OECD. The Guardian, *What are the limits of localism?* (2014)

2. Bring greater race, class, sexuality, gender and disability diversity to city leadership.

Research shows that diverse leadership teams are better for business than ones dominated by any group sharing similar characteristics¹.

The ingrained long-term social issues which can cause a lack of diverse leadership mean some groups are often under-represented despite efforts to recruit and promote diverse talent. The council is committed to diversity throughout its workforce and is working to set a strong example to the city, where possible encouraging others to ensure that their leadership is representative of the population.

To do this we will work with partners to encourage diversity, for example through targeted recruitment campaigns.

In the past a particular challenge has been ensuring race equality in council leadership roles. We have made progress informed by the recommendations of the council-endorsed Bristol Race Equality Manifesto and a subsequent leadership group which was set up to embed it.

Via the City Office we are also launching 'Stepping Up', a leadership development programme working across multiple sectors and with support of over 30 organisations. This will provide leadership experience and management development opportunities to professionals from Black and Minority Ethnic backgrounds.

3. Support meaningful city participation, offering more involvement in decision-making and social investment in the community.

This is all about community empowerment, voter registration and participation and being a responsive city that includes people and communities in shaping the decisions that affect them.

A great way to develop a sense of belonging is to actively take part. We want to develop more ways for people to participate in decision-making and local life. For example we continue to support an active Youth Council and Youth Mayors, where we're exploring trialling electronic voting and making a case for a lower voting age.

We've also taken steps to open up City Hall, with pop-up shops and exhibitions in its spaces, more events run in our Conference Hall and local art being welcomed for our walls. These are small steps on a journey to engaging more people in what we do.

We will continue to support social investment and are one of the only local authorities with a 'Social Value' approach to procurement, meaning we ask suppliers and contractors how they will benefit local

communities or offer local employment through their contracts with us, ensuring we give back to society directly and indirectly. Similarly we continue to own Bristol Energy, one of the country's first council-owned domestic energy providers, where profits can be reinvested locally.

We are also exploring the creation of new ways to develop investment finance with the local community: turning citizens, employees and institutions into genuine stakeholders in their communities. Local investment initiatives such as the 'Bristol Bond' have the potential to provide:

- Low risk facilitation or direct provision of peer to peer lending.
- Investment for significant changes in public services.
- A stake in infrastructure that will benefit residents and our economy over the long term – such as low carbon energy or broadband.

¹See for example, McKinsey & Company, Why Diversity Matters (2015)

4. Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.

Bristol has a cultural and sporting history to be proud of and its contemporary cultural and sporting life is a core contributor to the ongoing success of the city and in making Bristol a better place to live.

Our **Bristol: Sport4Life 2013–18** and the recently produced **City of Openness, Imagination and Originators**, sets out our ambitions to ensure that every Bristol citizen should be able to participate in and benefit from the city's cultural and sporting life. Whether engaged as active participants, through volunteering, as spectators, or through training, education or employment, sport and culture provides unique life chances to our citizens that can help

us celebrate the diversity of our city and tackle challenges posed by economic and social inequalities.

Whilst we may directly provide some cultural and sports services, this is as much about being open to ideas, enabling other people to run events and encouraging partners and community groups in all corners of the city to take part. We will broker new partnerships between businesses and the communities to ensure a sustainable future for culture, sport and play whilst continuing to offer good quality services which attract visitors and provides opportunities at grass roots to make the most of the wealth of talent Bristol has to offer.

5. Take a zero-tolerance approach to abuse or crime based on gender, disability, race, religion or sexuality.

Along with our partner organisations such as Avon and Somerset Police, we have a zero-tolerance approach to hate crime. A hate crime is any criminal offence which is perceived by the victim or any other person, to be motivated by a hostility or prejudice based on a person's (actual or perceived) race, religion, sexual orientation, disability, transgender identity or gender. Hate crime can take many forms, from physical attacks, threats, harassment or intimidation to criminal damage.

Analysis of current crime reports indicates gender will account for around 41% of hate crime in Avon and Somerset, despite current under-reporting of such crimes.

In 2015, Bristol Women's Commission launched the Zero Tolerance initiative for Bristol to become a city with a zero tolerance approach to gender-based violence, abuse, harassment and exploitation.

Recently the Bristol Zero Tolerance initiative launched the **Bristol Street Harassment Project**, which is a new campaign seeking to address the problem of street harassment locally.

If you are a council tenant and have experienced a hate crime or you are aware that the person responsible for the hate crime is a council tenant, you can report it to the **Estate Management Service**.

If you've reported hate crime but don't feel enough action has been taken, you can use the Community Trigger. This means the case will be reviewed by the agencies involved, such as, the council, the police, health teams and social housing providers. They will decide if any further action can be taken to sort out the issue.

You can request alternative formats of this document by contacting the consultation team on consultation@bristol.gov.uk or by calling 0117 922 2848.