

**Bristol Homes Board
Meeting Agenda**

Thursday, 31 January 2019, 3.00 pm

City Hall Meeting Spaces - First Floor - 1P 09 - City Hall, College Green, Bristol, BS1 5TR

Board Members:

Cllr Paul Smith, Cabinet Member for Homes & Communities (Chair)
Alistair Allender, Bristol Housing Partnership
James Durie, Bristol Chamber & West of England Initiative
Nick Horne, Independent
David Ingerslev, St Mungo's
Robert Kerse, University of Bristol - Chief Financial Officer
Ian Knight, Homes and Communities Agency (HCA)
Jackson Moulding, Bristol Community Led Housing Hub
Tom Renhard, ACORN
Steven Teagle, Galliford Try
Penny Walster, ACFA: Advice Network
Laura Welti, Bristol Disability Equality Forum

Distribution:

Sarah Spicer, (BCC)
Julian Higson (BCC)
Andrew Kelly (Bristol Cultural Development Partnership)
Abigail Stratford (BCC)
Andrea Dell (BCC)

Indicative Timings	No	Item	Lead	Purpose
3.00 pm	1.	Welcome, Introductions and Apologies for Absence	Cllr Paul Smith	
3.10 pm	2.	Minutes of the last meeting - 28 November 2018 (Pages 3 - 7)	Cllr Paul Smith	To confirm the minutes of the last meeting as a correct record
	3.	Public Forum (Pages 8 - 9)		
3.15 pm 3.45 pm	4.	Homes for Heroes: 100 Year Celebration (Pages 10 - 62)	Andrew Kelly	To request the Board's support for the programme of events to celebrate the centenary of the Home for Heroes Legislation
3.45 pm	5.	Housing Trajectory Quarterly	Abigail Stratford	To provide an update to the Board regarding the

4.15 pm		(Pages 63 - 66)		current housing delivery trajectory
4.15 pm	6.	One City Plan	Andrea Dell	To provide an update to the Board on the One City Plan
4.45 pm		(Pages 67 - 124)		

Dates of Future Board Meetings

Thursday, 21 March 2019, 3.00 pm,

Issued By: Corrina Haskins, Democratic services

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Date: 23 January 2019

Bristol Homes Board

Minutes of the meeting 28 November 2018, 3.00 pm Venue – City Hall, Bristol

Board members:

Councillor Paul Smith, Cabinet Member for Homes & Communities (Chair)
David Ingerslev, St Mungo's
Jackson Moulding, Bristol Community Led Housing Hub
Tom Renhard, ACORN
Penny Walster, ACFA: Advice Network
Bevis Watts, Triodos Bank
Laura Welti, Bristol Disability Equality Forum

Other attendees:

Sarah Spicer, BCC Business Planning and Service Development Manager
Oliver Harrison, BCC Democratic Services
Aileen Edwards

1. Welcome, Introductions and Apologies for absence

Apologies were received from:

James Durie
Alistair Allender
Ian Knight
Nick Horne
Stephen Teagle
Rob Kerse

2. Minutes of the last meeting

The minutes of the 13 September 2018 were agreed as a correct record

Matters arising



PS gave a quick update on the housing festival. The launch event attracted 6k people, with all events sold out .

BCC are looking through portfolio of sites to identify those suitable for use to support the Festival, Chalks Road car park has been earmarked for a scheme comprised of ZED pod.

PW confirmed that Shelter have submitted a comment on the housing green paper

3. Public Forum

None

4. Mental Health and Housing Report - Tom Renhard

TR and Aileen Edwards gave a presentation on the Mental Health and Housing report. Slides available but of note:

- 45% of people with mental health issues are in insecure accommodation.
- 78% of homeless have mental health issues.
- 60% identify housing as a trigger.
- Mental Health survey last year shows a national trend for issues with temporary housing.

Social determinates of health: housing, employment, debt. Want different people with mental health experience to get together with professionals and decision makers. Don't want to duplicate work, know this project can feed into other things. Want Bristol to be the lead on best practice. Understand that this is not going to be all-encompassing. Needs buy in to effect change.

Team has developed a Matrix of Mental Health and Housing Security to identify risk. Reaching people who don't access services is very difficult. There is a lack of awareness over domestic violence and how this interacts with housing. There are also cultural issues, different language or attitudes towards mental health. Underestimating the impact of social isolation. PIE – psychological informed environment. How the physical environment impacts on individual and community.

Recommendations:

Housing First could expand to include MH element.

Floating support service for tenancies need to be protected, saves in long run.

Early intervention with children and young people to ID risk.

More info about where you can go for advice / services.

Physical design improvement to improve mental health.

Need more champions, collective work would be better, too much silo at the moment.

Members congratulated presenters for an excellent piece of work.

It is timely as the One City Plan is ramping up, with a real focus on joining up the thematic boards such as Bristol Homes Board and Health and Wellbeing Board. Last month was the 'Better Lives' programme, which among other things is reviewing specialist provision. Also, BCC's Enabling Grant can be utilised for



supported housing (more single person accommodation is needed to support the pathway). On December 13 there is an 'Upstream' meeting about how physical design affects physical and mental health, e.g. access to green space. After that meeting, there will be more data available .

PW Shelter did research with MIND on the mental health / housing link. It's important to do practical things to help people to settle, e.g. DIY skills to ensure tenants feel safe in their homes. There's concern in the advice community about expectations of the public. Advice is very important for prevention.

Members discussed the governance of the BHB in terms of adopting / promoting the recommendations in the report. BHB formal adoption is helpful, but other boards will be asked to hold and monitor (e.g. RAG rate), so influence is important. The recommendations should also be taken to the Health and Wellbeing Board and referred to in the One City Plan (Action SS). The expectation is for stakeholders to accept recommendations, as they were involved in the work to develop them in the first place.

Recommendations are largely about lower needs groups. There is nothing currently on primary / secondary care for high needs individuals. Mental Health budget stretching has raised the threshold for care. There are many people with significant mental health issues that cannot qualify for services.

We are looking at whole mental health system in terms of cradle to grave and wider determinants. Not about services / transactions. Adverse child experience is key. The crisis pathway is insufficient. There are gaps between primary / secondary care. E.g. diabetes support is in GP now with better outcomes, could be done for mental health.

Mental health is underfunded. 25% of presenters have mental health issues, but only get 13% of the funding.

CCG is going to recommission health services, in future they will go to hubs rather than within GP surgeries. Universal credit is going to be big problem implementing, especially disability premium. Advice service does not have funding to support applications. NHS and LA have uneasy relationship around available funding. Want to prevent passing the buck, systems thinking, how we can work together. There is a mental health investment standard being implemented in the NHS. Any increase to physical health programmes must be matched to mental health.

There will be a review of home choice and the housing allocation system next year. It is a complex issue that should not be rushed. We need mixed and balanced communities. New developments need to include supported housing alongside general needs.

It was RESOLVED that Bristol Homes Board endorsed the recommendations within the report and requested 6 month updates on progress

5. Homelessness and Rough Sleeping Strategy - Graham Jones and David Ingerslev



Graham Jones and David Inerslev gave a presentation on the Rough Sleeping Strategy. This strategy was due for publication but has been delayed to make sure it is fit for purpose. It follows from the rough sleeping roadmap contained in the resilient city strategy.

Slides are available but in summary

- Rough sleeping count is ever increasing. 2013 – Mar 2018 hot spot counts are used as a general guide.
- 5 years ago between 10 /20 rough sleepers, now between 50/90.
- Bristol is very similar to Manchester. Both core cities with high level visual representations in centres. Brighton has similar issues with lack of available housing.
- More women as a proportion are sleeping rough in Bristol.
- Temporary accommodation shows an upward trend. This includes increasing numbers of individuals with no recourse to public funds.
- Part 7 acceptance is dropping.
- Increased disparity between LHA and private sector rental rates.
- Strategy has 5 priorities: rough sleeping, prevention, health and wellbeing, equalities and working in partnership.
- The strategy is a living document, requires updates every year to report into central government. Due date is now April Cabinet 2019.

The social housing lettings figures worrying. In 2008 we let 3000 per year in 2018 this has dropped to 1815.

Temporary Accommodation is expensive as it costs beyond what can be clawed back on housing benefit.. Carrying out viability tests in alternative options, including temporary or modular schemes. No single solution, but want to lower cost and improve supply.

There was a discussion on forming a list of subjects to lobby central government, based on what local authorities / central government are able to do. This should be placed on the agenda for the 21 March BHB ACTION

Churn rate on council housing is low With the borrowing cap released, BCC should look at poor quality stock and whether we should replace (demolish and rebuild to improve overall stock). Empty properties are actually low in the city. Bring around 500 back on to market per year.

6. Housing Delivery Update

The Housing Delivery Report Update was noted

7. AOB

Sea Mills is running an exhibition to celebrate the 100 year anniversary of the Addison Act for council estates



HMP Bristol has been selected as part of a pilot scheme to prevent recently released individuals becoming homeless

James Brokenshire made a surprise visit to a Fishponds project recently

Meeting finished at 5.15 pm

CHAIR _____



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You can also inspect papers at the City Hall Reception, College Green, Bristol, BS1 5TR.

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For those with hearing impairment

You can get committee papers in other formats (e.g. large print, audio tape, braille etc) or in community languages by contacting the Democratic Services Officer. Please give as much notice as possible. We cannot guarantee re-formatting or translation of papers before the date of a particular meeting.

Committee rooms are fitted with induction loops to assist people with hearing impairment. If you require any assistance with this please speak to the Democratic Services Officer.

Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee and be available in the meeting room one hour before the meeting. Please submit it to democratic.services@bristol.gov.uk or Democratic Services Section, City Hall, College Green, Bristol BS1 5UY. The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **three clear working days before the meeting**.

Any statement submitted should be no longer than one side of A4 paper. If the statement is longer than this, then for reasons of cost, only the first sheet will be copied and made available at the meeting. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the committee. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record (available from Democratic Services).

We will try to remove personal information such as contact details. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement

contains information that you would prefer not to be in the public domain. Public Forum statements will not be posted on the council's website. Other committee papers may be placed on the council's website and information in them may be searchable on the internet.

Process during the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions. **This may be as short as one minute.**
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.

Webcasting/ Recording of meetings

Members of the public attending meetings or taking part in Public forum are advised that all Full Council and Cabinet meetings and some other committee meetings are now filmed for live or subsequent broadcast via the council's [webcasting pages](#). The whole of the meeting is filmed (except where there are confidential or exempt items) and the footage will be available for two years. If you ask a question or make a representation, then you are likely to be filmed and will be deemed to have given your consent to this. If you do not wish to be filmed you need to make yourself known to the webcasting staff. However, the Openness of Local Government Bodies Regulations 2014 now means that persons attending meetings may take photographs, film and audio record the proceedings and report on the meeting (Oral commentary is not permitted during the meeting as it would be disruptive). Members of the public should therefore be aware that they may be filmed by others attending and that is not within the council's control.



Bristol Cultural Development Partnership/ Festival of the Future City
Homes for Heroes 100 – a century of council estates

Summary

Homes for Heroes 100 marks the centenary of the 1919 Housing and Town Planning Act, known as The Addison Act after the then Minister of Health and Housing. The 1919 Act introduced the start of the first significant era of council house estates building in the UK, which was not just about building homes; it was about creating communities and changing the social fabric of the country. The programme will look at many things: council homes – their layout, how and why they were built – as well as other buildings on the city's estates, including schools, libraries and pubs, and the differences that they have made to the communities who lived there. Through community-based heritage research and hands-on activity leading to high-profile showcases in the estates involved, the city-centre and online – as well as the wider gathering and sharing of relevant memories, mementos and archival material – Homes for Heroes 100 programme will celebrate council estates and their residents.

The programme is being coordinated by Bristol Cultural Development Partnership (BCDP), who have been responsible for a number of citywide partnership programmes including Brunel200, BAC100 and Bristol2014.

Overall, the programme has been awarded £80,000 from National Lottery through the Heritage Lottery Fund and £80,000 match funding from Bristol City Council, making it the largest group of projects to commemorate and celebrate council housing anywhere in the UK. Investment has also been received from BCDP, University of the West of England and Arts Council England. It is likely to be the only significant programme this year marking 100 years of council estates and therefore has a national role to play as well as being important locally.

Activities

The start of work on the Sea Mills estate was marked by the planting of an oak tree on 4 June 1919 (the Addison Oak), a symbolic act that will be commemorated in 2019 as part of the Homes for Heroes programme with a new tree planting. Other aspects of the extensive programme include: a new book of personal essays written by people who have grown up on council housing estates; artists engaging with estate communities in workshops led by the Knowle West Media Centre and the Architecture Centre; the story of council housing in Bristol told in comic-book style; walking tours around the estates; and a day event on the past, present and future of council housing as part of Festival of the Future City 2019. It brings together these new projects with two community projects which have already received funding from the Heritage Lottery Fund: Sea Mills 100, who are using a refurbished red telephone box as a mini-museum in which to share stories from the past, among other activities, and Hillfields 100, a new community project being run by Local Learning. The programme works with, complements and promotes the Bristol Housing Festival, which will be part of Festival of the Future City.

Vision and Impact

Homes for Heroes 100 links with the Bristol Corporate Strategy plans to deliver corporate commitments to tenants in 2019 and in the years to come. This programme fits comfortably with the current recommended governance that is being considered following the recent Green Paper 'A New Deal for Social Housing': social homes are an important part of our national housing story and there is a need to eliminate the stigma of council housing. It supports the Mayor's vision for seeing cultural activity extend across the wards of the city, rather than always being city-centre focused. Activity will take place in at least four communities of Bristol, led by local organisations and involving the people of the estates' residents. It will also link in with existing city initiatives, such as Bristol Open Doors.

The programme will recover a history which is not widely known, instilling pride in communities that are frequently marginalised or portrayed negatively by others and helping present-day residents make previously unrecognised connections to the past, learning about their community roots. It would give residents the confidence to provide a much-needed voice in the ongoing housing debate and would help remove some of the barriers that have led to those in lower socio-economic groups being under-represented in heritage-based activity in the UK. The programme will be specifically working with and for people hitherto less likely to engage in heritage activities, prompting a city-wide conversation about how past generations addressed and responded to an issue that is as relevant today as it was 100 years ago. Engagement will be achieved through helping people find the personal connections that tie them to the past, giving them an opportunity to celebrate the contributions they and those who came before them have made to their community and city.

People will have learnt about heritage: through undertaking research (in official archives, in their neighbourhood, in their home and family histories); visiting exhibitions on the estates and at touring venues (including the city libraries, City Hall, Knowle West Media Centre, Architecture Centre); reading publications and online material; taking tours; taking part in workshops and debates; learning about council housing from experts; watching films. This will include learning about the heritage of their own home, street or community; learning about similar communities to their own in other parts of the city; learning about communities to which they previously had little contact or understanding; expanding learning by adding enriched and deeper layers and contexts to existing knowledge.

Housing and Landlord Service Tenants

In preparation for the programme, Bristol City Council commissioned a brief feasibility report (at zero cost) to outline costings into the possibility of converting a 1920 era council house back to the original condition and then returning it back to the current Decent Home standard of 2019, temporarily taking a house out of use for public display purposes as a way of marking the centenary of the Addison Act. A surveyor has visited 56 Briar Way, Fishponds, a two-bedroomed property in the middle of a terrace which, according to housing records, was the very first social housing unit built by Bristol City Council and completed in July 1920. Arriving at a detailed costing is problematic for housing without a detailed specification, but it is possible to arrive at a likely round figure, which would cost in the region of £50,000 to £60,000. Consideration will need to be noted that this cost is a basic estimate without any on costs i.e. removing a 2/3 bed council house for rent to an applicant and their family on the housing register, officer costs, project and contractual management costs etc.

Homes for Heroes 100 will support existing community projects in Sea Mills and Hillfields, both of which are actively engaging with Housing and Landlord Service tenants, and place an artist working directly with communities at Knowle West Media Centre. Walking tours, talks and events will take place in community spaces, including libraries and community centres.

Project Management

The Homes for Heroes 100 advisory group is led by Councillor Paul Smith. The group is made up of participating organisations, relevant members and officers of the council and local housing experts, guiding all aspects of the programme to completion. This will widen to include any historians, community groups and researchers interested in adding to the centenary. A smaller executive group, made up of the key partners and funders, will meet to oversee the programme of events, communications and budget spending. The overall programme will be managed by BCDP.

Communications

Communications for the programme will be coordinated by BCDP but will rely heavily on the other Homes for Heroes partners helping to reach their own audiences. A press release announcing the funding from Heritage Lottery Fund was recently sent out, with contributions from key partners, including Bristol City Council who helped reach the trade press. This has already resulted in coverage on BBC Radio Bristol and conversations underway for coverage over the course of the year with The Guardian and the BBC. The Bristol Times has committed to continued editorial coverage over the year. Additional press releases will be issued in advance of key moments in the programme: the planting of the ceremonial centenary tree, Bristol Open Doors and others. A full project and marketing plan is attached.

Events will be publicised and shared by all partners on their websites and social media feeds. A Facebook page for the programme has been set up and a relevant blog has been posted on the Festival of Ideas website. Communications on social media will be tracked via the hashtag #HomesForHeroes100, with #SeaMills100 and #Hillfields100 also being used for the specific community projects. The day event at Festival of the Future City will be included in the programme brochure, reaching thousands across the city, and on the festival website. A full communications report will be produced at the end of the programme.

What is Still Needed

The Homes Board can provide considerable support and involvement in this programme. We would welcome:

- 1/ Assistance in profile raising, communications;
- 2/ Links particularly to council tenants, relevant to gain wider awareness and involvement;
- 3/ Ideas for new projects that might take place as part of Homes for Heroes;
- 4/ Involvement in the day on the past, present and future of council housing in Festival of the Future City, 16 October.

Andrew Kelly/ Naomi Miller
Festival of the Future City
Bristol Cultural Development Partnership
18 January 2019



Project plan for Homes for Heroes: 100 years of Council Housing and the Future

Homes for Heroes is a partnership programme led by Bristol Cultural Development Partnership (BCDP) marking the centenary of the Addison Act, which heralded the first large-scale building of council estates in the UK. This heritage is important because it has significantly shaped the life of this country, across all sectors of society (both residents of the estates and outsiders), amongst all races and across generations. The programme is a partnership of many groups and organisations. The steering group is chaired by Bristol City Council's cabinet member for housing, Councillor Paul Smith, and he and his department have committed substantial financial and staffing resources to this. It is also supported by the mayor for Bristol, Marvin Rees.

The steering group includes representatives of key communities where projects will take place – Hillfields, Knowle West and Sea Mills – who have been working on developing contacts, content and activity plans over a considerable length of time, in some cases (such as Hillfields and Knowle West) over several years; housing experts, including Britain's first professor of housing; ward councillors for the areas involved; and representatives from Bristol's universities, business, heritage and cultural sectors. In addition to the three core areas of Hillfields, Knowle West and Sea Mills, activity will take place in other significant parts of Bristol with council housing, including St Judes.

BCDP is responsible for overall co-ordination and management, marketing and evaluation, working closely with Bristol City Council (a partner in BCDP) and all the other partners involved (Bristol City Council has commissioned BCDP to do this work – this is paid direct by Bristol City Council and is included in the budget; all funds raised from this application is devoted to the projects in the bid). BCDP will also run its own project within the Festival of the Future City 2019 as part of the year-round Festival of ideas – which will be both a showcase for all Homes for Heroes projects as well as a national debate about the past, present and future of council housing – and will link with, promote and help develop other projects. In addition, BCDP is responsible for three publications, which will be wide-ranging in content, distributed across the city (as well as being available online) and extensively promoted: The Comic Book of Council Housing in Bristol; The Festival of the Future City: Homes for Heroes book; The Homes for Heroes Book of Walks. A BCDP strength is being able to successfully bring together a disparate group of partners and projects to form high-impact, high-quality programmes: for Brunel200 (2006), BAC100 (2010) and Bristol2014 (2014) – all supported by HLF – this included international companies such as Rolls-Royce and Airbus, Bristol's universities, local primary and secondary schools, many voluntary organisations, community groups, professional membership organisations, cultural and heritage bodies and organisations, and parliamentary bodies, as well as dedicated individuals with interests in the particular theme.

The other projects are led by a range of organisations as indicated in the plan and application but all will work closely together to create a successful Homes for Heroes programme through the steering group.



The BCDP approach – the organisation has 25 years’ experience of running heritage and arts projects – is to encourage wide involvement at all stages of the programme. At the same time, engagement with just one element may be all that some wish to do (and this will still provide a valuable and enjoyable learning experience). What we hope will take place, for example, is that someone reading the comic will go on to be involved in a project on the estate they live in, go on to visit places in another estate in Bristol Open Doors, watch one of the films and then attend Festival of the Future City.

The programme aims to make a difference, particularly in relation to the following key HLF outcomes:

- People will have learnt about heritage – this is key to our work. The history of council housing is not widely known or appreciated; in fact, if there is a perception of council housing it is that of a generally failed system where troubled families are placed. Without hiding these issues, this programme will enable residents – and the wider city – to know how the places they have lived in/ are currently living in have developed over time; look into the heritage of their estate, especially how it started and who lived there before them; be inspired by the utopian visions of the early pioneers; and be involved in writing the history of the place and helping to determine its future.
- Heritage will be better interpreted and explained – through the use of archival documents, new research and the mass distribution of a comic on 100 years of council housing; new films produced and shown widely; books for free distribution (including a book of walks around Bristol estates and one showcasing the programmes and the debates around council housing as well as a unique Knowle West Pattern Book).
- Heritage will be identified and recorded – through the case studies on the estates, working with the residents and communities. All material gathered will be uploaded to Know Your Place (<http://www.kypwest.org.uk>) free and without copyright to provide a permanent archive.
- People will have developed skills – through volunteering and new work.
- People will have had an enjoyable experience – this is a key aim throughout – we’re keen to ensure that the widest range of people can gain access to the learning experience at whatever level is appropriate to them.
- People will have volunteered time – there is considerable volunteer contribution to this project – it is estimated that there will be at least 250 volunteers actively involved in developing, delivering and otherwise contributing to activity with a total of nearly 700 days of volunteer time (this does not include the volunteers accounted for in the Hillfields and Sea Mills project-bids that have been submitted previously). Many will continue to be mentored as volunteers, including through the on-going Festival of Ideas work with young people.
- More people and a wider range of people will have engaged with heritage – the aim is to take a subject often not covered at all or marginalised or treated negatively and promoting learning and debate through many different forms. This will be evaluated fully at the end of the programme.

Table 1 sets out the activity in the core projects and events; table 2 sets out the management, marketing and other central administrative activity that will draw these projects into a coherent programme.



Notes

- As this is a programme of multiple projects with much of the activity running concurrently throughout the year – and in some cases well into 2020 –table 1 is grouped by project or event, with start and end dates and other specific dates shown within that project, making it easier to read than if the whole programme was described in strict chronological order. The key milestone dates in 2019 at which most projects will converge are in June (around the Sea Mills centenary and tree ceremony, which marks the official public launch of the programme), September (Bristol Open Doors) and October (Festival of the Future City).
- The projects Hillfields Homes for Heroes and Sea Mills 100 are subject to separate HLF applications but are included on this activity plan as they will be marketed and supported as part of the overall programme and will be contributing to the showcase events of Bristol Open Doors and Festival of the Future City. Both estates will also benefit from the community research, workshops and film-making activity that form part of the Architecture Centre project that is included in this bid.
- This plan does not include the initial stages of background research in the archives and in the estates concerned which began in 2018 or even earlier. This research has already contributed to the project in terms of developing interest and networking contacts. Research will continue throughout 2019 as part of all projects and activity but is not referred to specifically in detail in this plan as it is part of each individual element.
- The minutiae of planning public events – including scheduling the day; booking and confirming speakers, venues and AV; health and safety checks; set-dressing; issuing tickets; stewarding – has not been referred to in detail, but project leaders are experienced event managers so HLF can have confidence that this will all be in hand. Similarly, the detail of timetabling the design and production of publicity flyers and leaflets, posters, signage and other material for events or activities is not included.
- Bristol City Council is backing this project fully. It is devoting considerable leadership and financial resources to ensuring there is a citywide response for Homes for Heroes. Support is sought from HLF in this application to cover aspects of the heritage elements of the project not covered in the applications already submitted for work in Sea Mills and Hillfields. Though Homes for Heroes is made up of many partners and funders, it will be portrayed throughout as one programme, with use of common branding and logos. All the individuals and groups mentioned here are part of the overall planning group for the programme. A partnership agreement is in place and is included with this application.

Table 1: Homes for Heroes: Projects and Events

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<p>Jan 2019 – Feb 2020: 100 Years of Knowle West Style</p> <p>The Knowle West Pattern Book</p> <p><i>See rows below for key dates</i></p>	<p>Focus of the project is exploring, understanding and telling the story of three distinct layers of estate heritage and how they manifest, interact, adapt and re-mix themselves over time: landscape and architectural inheritance; domestic interiors; everyday lived culture. Through a participatory process, this project would significantly contribute to the identification and recording of the cultural and aesthetic heritage of garden city suburban areas like this estate</p> <p>There are three elements:</p> <p>(1) Participative Inquiry (2) Pattern Making (3) Sharing and celebrating</p>	<p>Knowle West estate with wider dissemination in Bristol and nationally and internationally</p>	<p>Facilitated by Knowle West Media Centre (which has over 20 years of experience in working with people to engage creatively with heritage, place and community through arts and technology) working with residents and artists</p> <p>Local people will be recruited from the start of the project and will volunteer their time to learn about heritage from expert exchanges / visits and talks as</p>	<p>Local community but of citywide, regional, national and international interest (the Knowle West housing project We Can Make has recently been listed as one of the UK's 50 top radical projects by the Observer)</p> <p>People will be involved in learning about histories / gathering heritage material / conducting interviews and documenting / creatively re-telling stories and compiling research material into the Knowle West Pattern Book that will allow makers from all backgrounds to freely</p>	<p>Increasing confidence and pride within a community whose rich living heritage is often over-looked and under-valued both by the people who live there and by those looking in from outside</p> <p>An accessible and enjoyable celebration of working-class heritage, that includes participatory activity and public events</p> <p>Learning about the Garden City movement and what it tried to achieve</p> <p>Previously under-represented heritages and histories will be</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
			well as practically through workshops and participatory activities	access the previously hidden heritage of the estate	<p>better interpreted and explained, identified and recorded</p> <p>The Knowle West arts team staff are expert at ensuring that all participants have an enjoyable time working on projects as well as moving through a well-planned and supported learning journey to develop new skills, confidence and learning</p>
<i>Jan-Mar 2019:</i>	Artist selection and recruiting local people as volunteers	Knowle West	Knowle West Media Centre	Local community	Development of committed cohort of volunteers who will: learn about Knowle West heritage; develop skills to document and tell this heritage story; become ambassadors and performers of their own histories / heritage; inspire others to find out more about

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
					their heritage
<p><i>Apr-July 2019:</i></p>	<p>Participative inquiry module: local residents collaborating with an artist and heritage specialists to make the research process as accessible, visible, and engaging as possible</p> <p>Will include a mix of activities: training and skills workshops in documentation, research skills and working with archives; heritage expertise exchanges; gathering archive material; style appreciation; a series of ‘Home Tours’ of the estate through the decades with representatives of different generations; interviews and documentation with ‘Knowle West Style Icons’</p> <p>Numbers involved include:</p> <ul style="list-style-type: none"> • 8 volunteers who co-design process and work with artist to research. • 10 participant homes/ families (c 30 participants in total) 	<p>In public spaces and the public realm (the library, tattoo studio, community centre, hair salons, and chicken shop) with The Studio at Knowle West Media Centre used as an open ‘live archive’ space for the duration of the project</p>	<p>Knowle West Media Centre working collaboratively with local people</p>	<p>Local people</p>	<p>As above</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<ul style="list-style-type: none"> 10 participant style icons (individual people) 				
<i>Aug-Oct 2019:</i>	<p>Pattern making module: a collaborative process to reflect, filter and sort the material of shared heritage. An artist will work with local volunteers in a participative way and undertake a mix of activities: identify and develop iconography, and visual and audio representation of 100 Years of Knowle West Style; hands-on making and experimenting sessions; using public and community spaces to create a 100 Years of Knowle West Style Collection of domestic objects</p> <p>Numbers involved include:</p> <ul style="list-style-type: none"> 6 volunteers involved in making / co-design of process 60 participants 3 heritage volunteers giving expertise 	Knowle West	Knowle West Media Centre working collaboratively with local people	Local people	The creation of resources to enable more people and a wider range of people to engage with heritage
<i>Sept 2019:</i>	Participation in Bristol Doors	Knowle West	Knowle West	Local people acting as	Increased awareness of

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	Open (see Architecture Centre project)		Media Centre and the Architecture Centre working with local people	tour guides to visitors from wider city and elsewhere, showing homes through the decades with representatives of different generations	Knowle West heritage and an enjoyable experience
<i>Oct 2019:</i>	Participation in Festival of the Future City council housing day (see separate project)	City centre and Knowle West	Knowle West Media Centre, Festival of Ideas and Festival of the Future City	Local people, the wider city and also of national and international interest	Increased awareness of Knowle West heritage and an enjoyable experience
<i>Oct- Nov 2019:</i>	Designing and making the Knowle West Pattern Book; preparing for the sharing and celebrating module The pattern book will contain iconography and patterns that can be shared and used as a community resource (including textile patterns featuring architectural drawings of the estate with patterns for soft furnishings, such as curtains, table cloths, house coats)	Knowle West	Knowle West Media Centre	Local people	The open-source pattern book (made available in print version and online) and the products made using the patterns will live on in the neighbourhood and act as talking points for increased ongoing engagement with heritage
<i>Dec 2019:</i>	Sharing and celebrating:	Knowle West	Knowle West	Local people, national	People will have learnt

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>representing the heritage of Knowle West back to the wider community and inviting people locally and from elsewhere to engage with it in creative ways. The artist(s) will work with local volunteers to create: a series of Parlour Room Afternoon Tea events, including fitting out a parlour room in a Knowle West home using the home furnishings made in stage 2 with local volunteers acting as hosts inviting visitors to interact with a performed heritage story; a celebration light/audio event where patterns and images from the pattern book will be projected on a Knowle West home (contributing to the Christmas Lights Season, which is a major event on the estate); a Christmas faire where products created by residents using the pattern book will be available for sale to raise funds for future heritage work; a film documenting the project</p>		<p>Media Centre working collaboratively with local people</p>	<p>and international interest</p>	<p>about heritage associated with the nationally significant Addison act through Knowle West histories, told by those who live there</p> <p>The pattern book will be converted into an online open source resource that will be available for people worldwide to use to make their own heritage inspired objects</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>Numbers include:</p> <ul style="list-style-type: none"> • 8 volunteers to help design and host the afternoon teas • 30 participants in the afternoon teas • 8 volunteers to help host the light show and faire • Audience for light show: 120 people 				
<i>Jan-Feb 2020:</i>	Screening of the documentation film	Various venues including a special showing as part of the Festival of Ideas in Bristol city centre and online	Knowle West Media Centre working with screening venues	Local, national, worldwide audience	People will have learnt about heritage associated with the nationally significant Addison act through Knowle West histories, told by those who live there
<p>Jan 2019-October 2019: Festival of the Future City Homes for Heroes Council Housing Day</p> <p><i>See rows below for key dates</i></p>	<p>Festival of Ideas/ Festival of the Future City research programme brings together data, interviews, articles for background to festival work/ events/ debates</p> <p>Festival of Ideas (FOI) website</p>	Bristol city centre (Watershed for housing day sessions), estates involved in projects (for tours) and	Led by and managed by BCDP staff/ Festival of Ideas staff with all Homes for Heroes partners providing input	<p>Local, national, worldwide audiences</p> <p>Local participants in the relevant estates</p>	High-profile showcase for the Homes for Heroes programme as part of an intellectually stimulating, wide-ranging and inspirational series of debates on the past,

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	<p>(www.ideasfestival.co.uk) will be used for widely publicised blogs about council housing as well as promoting the Homes for Heroes programme and projects in the months leading up to the festival (promotion to include through the permanent FOI Facebook page and Twitter using appropriate hashtags and the temporary Festival of the Future City website www.futurecity.co.uk)</p>	<p>online</p>	<p>Festival of the Future City is a partnership of organisations and venues across the city, nationally (including Centre for Cities, InnovateUK, Future Cities Catapult and many more) and internationally (we are working with, for example, festivals in Lagos, Melbourne University, City of Mannheim, to include case studies on public housing in different continents in the Homes for Heroes council housing day). These will all be involved in developing, advising, marketing</p>		<p>present and future of council housing</p> <p>Greater awareness of the heritage of council housing in cities; problems now in the housing crisis; and some of the solutions being debated, developed and implemented in cities nationally and internationally</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
			and participating in the festival		
<i>Jan-Oct 2019:</i>	Festival of Ideas maintains database of all material from Homes for Heroes for use in all Festival of the Future City work (and for wider programme and evaluation and for uploading to Know Your Place)	Online	Led by and managed by BCDP staff/ Festival of Ideas staff with all Homes for Heroes partners providing input	BCDP and all partners	Providing key resource for use in projects and marketing of programme
<i>Jan-June 2019:</i>	<p>Identify speakers for main sessions and invite to attend – aim for 30 in total (not all will require fee) including those who have contributed to book (see below)</p> <p>Case studies – in addition to the Homes for Heroes projects – will include Vienna’s post-First World War extensive public housing programme (and the pressures it is under now); Cabrini-Green public housing in Chicago; Mannheim’s public housing (Mannheim is a partner in the festival and will run a linked Festival of the Future City in October 2019) which will use</p>	Locally, nationally, internationally in event and online	Led by and managed by BCDP staff/ Festival of Ideas staff with all Homes for Heroes partners and others providing input	BCDP and all partners; attendees at the festival; wider public; other local authorities and national government	<p>Ensure diverse and engaging sessions at the October festival that will lead to greater learning about heritage of council housing</p> <p>Ensure that residents of council housing – past and present – have an opportunity to contribute to national debate</p>

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	<p>Bristol as a case study in some sessions</p> <p>Will include local, national and international speakers: residents, funders of project – including HLF – politicians, writers, artists, historians, change-makers, journalists, activists, economists, philosophers, national housing agencies, city and combined authorities</p>				
<i>March-June 2019:</i>	Identify speakers from Homes for Heroes book to speak and invite (see below for details of book project)	Locally, nationally, internationally	Led by and managed by BCDP staff/ Festival of Ideas staff with all Homes for Heroes partners providing input	BCDP and partners	Ensure diverse and engaging sessions at the October festival that will lead to greater learning about heritage of council housing
<i>June 2019:</i>	Finalise programme; publish on www.futurecity.co.uk ; and prepare printed brochure to be published in September	Online and in print	BCDP staff/ Festival of Ideas staff	BCDP and partners	Ensure wide-spread awareness of programme to maximise engagement
<i>June-Oct 2019:</i>	Work with Young People’s Festival of Ideas, Bristol’s Youth Mayors and Freedom of the	Bristol	BCDP/ Festival of Ideas/ Festival of the Future City	Local young people	Greater awareness of issues relating to housing in relation to

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	Mind Festival (volunteer-run initiative set up by young people to open up discussion around mental health and wellbeing through a series of events across Bristol) on young people and future housing for events at the festival and linked event (date to be confirmed) – 100 attendees; five volunteers supporting event management		with young people		<p>young people linked to learning about heritage</p> <p>Policy makers aware of young people's views on future housing</p>
<i>June-Oct 2019:</i>	Media and social media campaign	Locally, nationally, internationally	BCDP/ Festival of Ideas/ Festival of the Future City	<p>BCDP and partners</p> <p>Local communities</p> <p>Of city-wide, national and international interest</p>	<p>Wide spread awareness of events and overall programme</p> <p>Sharing of heritage stories about council housing in Bristol and elsewhere as well as practical 'what's on' info about sessions</p> <p>Further opportunity to encourage the uncovering, identifying and recording of heritage material for donation to</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
					appropriate archives
<i>Sept 2019:</i>	Place two-page feature and advertising in the Observer as part of sponsorship agreement with FOI	Locally, nationally, internationally	BCDP/ Festival of Ideas/	BCDP and partners	High-profile coverage of programme and events in prestigious national and international outlet
<i>16 Oct 2019:</i>	<p>Council Housing Day at festival linked to Homes for Heroes programme: talks and debates on the past, present and future of council housing as well as showcasing of Homes for Heroes projects (participants from the key estates will be given free entry to sessions and support for transport to the city centre)</p> <p>Guided walks organised of the three main estates covered in the programme – at least one in each area (two walk leaders; 25 participants in each)</p> <p>At the end of the day, and prior to the Mayor’s annual State of the City address which will focus on housing in the city</p>	<p>Bristol City Centre (Watershed), estates involved and online</p> <p>Guided walks in estates</p>	BCDP/ Festival of Ideas/ Festival of the Future City working with venue staff, event management volunteers and others	<p>Local, national and international interest</p> <p>Audience including members of the general public, housing professionals, residents of estates, housing charities, heritage organisations, think tanks, project participants, academics, local authorities, national government</p> <p>Audience drawn from wide geographic area</p>	<p>Opportunity to make connections between local communities who are sometimes marginalised with a diverse audience, enabling residents to challenge and debate with policy-makers and experts</p> <p>Volunteers will gain experience in event managing and reporting</p> <p>People will have had an enjoyable experience through the sessions, the films and the celebration at the end</p>

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	<p>(likely attendance based on past five years – 900 people) there will be a celebration for all involved in Homes for Heroes – estimated participation 200 people</p> <p>A linked film programme will show at least five relevant films – historic and modern – which cover housing issues</p> <p>Live news streaming by student volunteers during the day (five students)</p> <p>Student volunteers will film complete sessions and 10 short interviews with participants/ speakers for uploading to YouTube channel and promoted through social media (five students and one academic involved daily)</p> <p>Volunteers will help with event management (three per day – one day each)</p>				

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>Publish book of walks and Festival of the Future City Homes for Heroes book and distribution of those and the comic (see separate project entries)</p> <p>Other numbers include:</p> <ul style="list-style-type: none"> • Eight housing events in day (65 events overall in festival) • 200 audience members in day – most will be free/ invited places (circa 13,000 admissions overall based on 2015 and 2017 festivals) • 30 speakers in council housing session (200 speakers overall) • 90%+ positive audience response (in 2017 Festival of the Future City 91.48% regarded the events they attended as good/ very good) 				
<i>End Oct 2019:</i>	Upload all events recorded online and promote – in	Online	BCDP/ Festival of Ideas/ Festival of	Film, podcasts and audio material available	Raising awareness of how heritage has been

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	<p>addition to films will include audio recordings of events made available on SoundCloud (eight complete sessions and three shorter podcasts with speakers and attendees)</p> <p>FOI website used after the event for written blog reviews and follow-up reports about sessions</p>		the Future City	worldwide	<p>better interpreted and explained and more people have learnt about and been engaged by it as a result of the programme</p> <p>Wide promotion of learning and lessons of the year-long programme and the different activities</p>
<p>Jan 2019-Oct 2019: Festival of the Future City Homes for Heroes book</p> <p><i>See rows below for key dates</i></p>	<p>Book providing first-hand accounts by existing writers and new writers about the experience of growing up in council housing, the impact on their lives and lessons learned plus an overview of the Homes for Heroes programme and what it has achieved</p>	Bristol/ national	BCDP	Local and national audiences	<p>Permanent legacy for the Homes for Heroes programme from which people can learn about council housing heritage for years to come</p>
<p><i>Jan-Mar 2019:</i></p>	<p>Commissioning of authors and writing of first drafts</p> <p>Invite 10 established writers/ artists/ scientists to write an article (various word lengths) on</p>	Local/ national	<p>BCDP/ Festival of Ideas/ Festival of the Future City</p> <p>All project partners (those running</p>	<p>BCDP/ Festival of Ideas/ Festival of the Future City plus partners and authors</p>	<p>Ensure diverse range of voices with which to engage readers and encourage learning</p> <p>Mentoring of new</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>their experience of growing up in council accommodation and what this has meant for their lives, communities and work</p> <p>Open call for up to 10 additional new/ aspirant writers living in council accommodation to write about the experience now. These to be developed and mentored in partnership with other projects (such as Architecture Centre)</p> <p>Possible commissions from existing writers include:</p> <p>Alan Milburn (former MP and former chair, Social Mobility Commission/ grew up in council housing)</p> <p>Alan Johnson (former MP, now writer/ grew up in council housing)</p> <p>Andrew Neill (grew up in council housing in Scotland)</p> <p>Emily Thornberry MP (grew up in council housing near London)</p>		<p>projects in the estates) will help identify suitable writers for commission and developing of their work</p> <p>Aspirant writers on council estates – a key priority will include members of the Somali community in Sea Mills. We have an ongoing partnership with the Bristol Somali Media Group in the Festival of Ideas and will work with them on this</p>		<p>writers</p> <p>Identifying speakers talking about council housing from a personal perspective for the Festival of the Future City Homes for Heroes council housing day</p>

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	<p>David Harewood (actor/ grew up in council housing in Birmingham)</p> <p>Tony Walsh (poet/ grew up in council housing in Manchester)</p> <p>Lynsey Hanley (writer / grew up in council housing in Birmingham)</p> <p>Andrew Adonis (Member of House of Lords/ grew up in council housing)</p> <p>Kerry Hudson (writer/ grew up in council housing in Scotland)</p> <p>Book will also contain a report on the Homes for Heroes activities</p>				
<i>Apr-May 2019:</i>	<p>Editing of first drafts and rewrites</p> <p>Identifying material that could be adapted for online marketing and content (eg blogs on the Festival of Ideas website)</p>	Local/ national	BCDP working with authors	BCDP and authors	Ensure content is of a quality that people will enjoy reading and learn from
<i>May-June 2019:</i>	Final editing	Local/ national	BCDP working with authors	BCDP and authors	Content completed in timely fashion to meet deadlines

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<i>June-Aug 2019:</i>	Design and proofing (3 volunteer proof readers)	Bristol	BCDP will commission designers and manage proof-reading (requesting volunteer help through existing contacts)	BCDP and authors Volunteer readers	Book designed in timely fashion to meet deadlines and in good quality so that people will enjoy looking at it
<i>Sept 2019:</i>	To print – 1,000 copies for free distribution in Festival of the Future City	Bristol	BCDP will commission printers	BCDP and authors	Book printed in timely fashion to meet deadlines and in good quality so that people will value owning it
<i>Oct 2019:</i>	Publication (hard copy and online PDF) and distribution	Local/ national/ international	BCDP and partners in programme	Local people (hard copies), national and international readers (online PDF) Authors	Greater awareness of the value of council housing and what is being achieved now Changed perception of council housing from being places associated with social problems to places that provided secure housing and built stable, nurturing communities 10 new writers

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
					developed and published, with the printed book providing a permanent legacy to be treasured
Feb 2019: Homes for Heroes programme launch event	Soft launch of programme at special event Measurable targets to include: <ul style="list-style-type: none"> • 200 audience members • Five speakers • 20 mentions in social media and other outlets 	City-centre venue and in Hillfields/ Sea Mills	Led by BCDP staff in association with Bristol City Council and all partners in the programme Bristol Post and other media to carry call for relevant ideas, stories and artefacts based on the soft launch	Members of the general public; participants in projects; partner organisations; Bristol Post and local media; residents of estates to let them know what is happening but also to encourage participation through providing stories	Raising general awareness of the programme Outlining the story of council housing in Bristol and also the facts about council housing in Bristol: past, present and aspirations for the future. Encourage contributions of material, stories and time for the various projects, supplementing direct approaches and other engagement strategies
Feb 2019-Oct 2019: Architecture Centre: Homes for Heroes	Project comprises working with three Bristol communities (Hillfields, Sea Mills and St	Architecture Centre plus other sites as	The project will be led and partly delivered by	Residents from the three communities	People will have learnt about heritage, gained skills and had an

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<p><i>See rows below for key dates</i></p>	<p>Judes) plus a separate film commission to be shown widely including online</p> <p>The project is made of three strands.</p> <ul style="list-style-type: none"> • Strand one: Community engagement and participant training and upskilling • Strand two: Production of community film and involvement in Bristol Open Doors • Strand three: Digital Output as Film Commission 	<p>indicated below</p>	<p>Architecture Centre staff who have extensive experience in managing community-based projects with a national and international profile that equip and inspire citizens to shape the place they call home</p> <p>Others who will carry out the activity as indicated below</p>	<p>Volunteers, participant residents from each estate, freelance staff</p> <p>General public of Bristol, tourists, businesses</p> <p>Other groups identified below</p>	<p>enjoyable experience</p> <p>Other outputs and outcomes indicated below</p>
<p><i>Feb-Mar 2019:</i></p>	<p>Strand 1 - recruit community participants and project volunteers</p> <p>15 resident participants from the three communities recruited</p> <p>Volunteers and freelance/ project staff recruited</p>	<p>Architecture Centre</p>	<p>Architecture Centre Staff (support from community groups)</p>	<p>Residents in three Bristol communities (Hillfields, St Judes, Sea Mills)</p> <p>Volunteers/ freelance staff</p>	<p>Recruitment of participants and volunteers</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<p><i>Apr-mid June 2019:</i></p>	<p>Strand 1: Delivery of training with community participants and devising of project. Workshops led by trainers, archival guides and filmmakers Session 1: How to Research your History; Session 2: Working with Archives (facilitated at Bristol Archives); Session 3: The Art of Storytelling and Audience Engagement; Session 4: Developing your film; Session 5: Developing the festival film screening and venue tour / exhibition</p> <p>Strand 2: Bristol Open Doors festival programme curation including compiling printed programme, website content and production of 3 community films</p> <p>Strand 3: Film production brief put out to tender. Applicants reviewed and freelance filmmaker contracted</p>	<p>Architecture Centre, archives, community centres, libraries</p>	<p>Architecture Centre Learning and Participation Manager supported by trainers, archival guides and filmmaker</p> <p>Project volunteers</p> <p>Programme Co-ordinator</p> <p>Marketing and Communications Manager</p>	<p>Residents</p> <p>General public</p> <p>Project team</p>	<p>Residents learn/ improve in a range of heritage, film, public engagement skills</p> <p>Festival programme content confirmed, including community entries</p> <p>Experienced / good value for money filmmaker recruited, contracted and briefed who will tell the story of the Addison Act, using archive material and interviews to engage citizens of Bristol and beyond with social and architectural history (including both the national and local context) and the story of the communities built in the city after 1919. It will also</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
					include international perspectives on the innovative provision of social housing today worldwide
<i>Mid-June-Aug 2019:</i>	<p>Strand 1: Development of community tours/exhibitions for the three estates</p> <p>Strand 2: Community films produced</p> <p>Strand 3: Production of film on housing</p>	The three estates and various other locations	<p>Residents with the support of Learning and Participation Manager, filmmaker, project volunteer</p> <p>Programme Co-ordinator</p> <p>Historian</p>	<p>Residents</p> <p>Content of tours/ exhibitions/ films created will be of interest to general public/ Bristol Open Doors festival attendees</p>	<p>Community tours/ exhibitions/ films created for the public to engage with over festival weekend and learn about heritage that has been better interpreted and explained</p> <p>Strand 3 film created for the public to view over festival weekend/ disseminated widely post-event for learning about heritage and contemporary housing issues</p>
<i>Aug-early Sept 2019:</i>	Strand 2: Press, and marketing of Bristol Open Doors including distribution of 20,000 brochures	Architecture Centre	Marketing and Communications Manager	General public of Bristol, tourists, businesses	Festival will be effectively communicated to a large and diverse audience, generating

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
					interest/ event participants
13-15 Sept 2019:	<p>Strand 2: Residents on the three estates open houses/community venues to the public over Bristol Open Doors weekend with tours/ exhibitions/ film screenings (50,000+ estimated attendance at Bristol Open Doors in total)</p> <p>Community film screenings at three venues to an expected audience of 450 people (based on the audience for the 2018 film programme From Tobacco to Silver Screen). They will later be shown as part of an exhibition at the Architecture Centre, toured in local libraries, at Festival of Future City (estimate audience 200), RIBA Housing Conference and the annual Bristol Heritage Forum</p> <p>Strand 3: Premier film screening at city centre venue</p>	<p>Hillfields, Sea Mills, St Judes – including libraries and community centres</p> <p>Bristol city centre</p>	<p>Residents with the support of Learning and Participation Manager, project volunteers</p> <p>Filmmaker, Programme Co-ordinator, project volunteers</p>	General public/ festival participants	<p>Bristol Open Doors is the largest celebration of architecture, heritage and culture in the region and an effective platform for audience engagement and widespread dissemination in the city for championing architectural heritage so provides an ideal platform to profile the Homes for Heroes programme and celebrate the centenary of the Addison Act</p> <p>Participation in Open Doors Bristol will provide promotional opportunities for other aspects of the programme as well as provide a springboard</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
					<p>for Festival of the Future City</p> <p>The public will visit new community venues and view community and professional films to learn more about local heritage / housing / contemporary design and issues</p>
<p><i>Late Sept 2019:</i></p>	<p>Strand 2: Dissemination / celebration / evaluation session with communities</p> <p>Strand 3: Digital / social media dissemination / communications campaign</p> <p>Targets based on current/ past experience include: Architecture Centre website reach of 12,000 monthly users and social media each at 17,000 followers; Bristol Open Doors website reach at >40,000 and social media reach at 9,000</p>	<p>Architecture Centre/ online</p>	<p>All Architecture Centre staff, community participants, project volunteers</p> <p>Marketing and Communications Manager</p>	<p>Architecture Centre, community participants from three estates, project volunteers</p> <p>Diverse online audience</p>	<p>Project outputs celebrated with community participants / immediate qualitative evaluation data collected / discussed</p> <p>A diverse online, international audience will learn more about heritage and contemporary housing design and issues</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	followers. There will also be digital sharing through national partners including: New London Architecture, Architecture Foundation, Architecture Journal, UCL and Open City; a media partnership with Bristol 24/7 and Bristol Post; and paid-for distribution through sponsored social media posts at relevant Bristol demographics (postcode spread)				
<i>Oct 2019:</i>	Festival of the Future City contribution (see above) and complete evaluation	Architecture Centre	Programme Co-ordinator in conjunction with evaluator appointed by BCDP for overall Homes for Heroes evaluation	Architecture Centre, partners, funders	Thorough, reflective evaluation undertaken, contributing to quality, future public programme delivery
Feb 2019-Oct 2019: Comic History of Council Housing in Bristol <i>See rows below for key dates</i>	24pp comic history (A4/tabloid newspaper format) of history of council housing in the city as well as the national context continuing track-record of previous successful comic books published by BCDP for heritage projects including Brunel	Hard copies locally/ downloadable PDF online	Local author and artist to be commissioned by BCDP who will manage design, print, publication and distribution	General public but aimed particularly at those with reading age of around 12 years old and upwards	Provision of accessible means of explaining the past, present and future of council housing either as an end in itself or to encourage further exploration of a

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>biography in 2006 and The Bristol Story in 2008</p> <p>See author brief for outline of topics to be covered</p>				complex subject through other means
<i>Feb-Mar 2019:</i>	<p>Finalise research and writing of text</p> <p>Appeals to public made for stories, including through Bristol Times (the weekly heritage supplement in the local evening paper, The Post) and other print, online and social media. Project leaders to identify stories from Sea Mills, Hillfields, Knowle West, St Judes and other parts of the city</p>	Local	<p>BCDP will commission author who will work collaboratively with illustrator</p> <p>Programme partners to provide guidance on content and introductions to residents on estates who can contribute stories/ material</p>	BCDP, partners, author	<p>Content to encourage people to have a closer look at the environment around them and to understand how things they might take for granted have come about</p> <p>Opportunity to collect heritage material to be used elsewhere in programme and/ or retained for long-term archiving</p> <p>Accessible and fun style of prose will encourage an enjoyable experience</p>
<i>Mar-May 2019:</i>	Illustration of text	Local	BCDP will commission	BCDP, partners, author, illustrator	Provide engaging visual material for wide range

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
			illustrator who will work collaboratively with author		of social media and traditional media use in addition to content for the comic
<i>Mar-June 2019:</i>	Teaser campaigns using images	Online and in local print media	BCDP will manage promotion	BCDP and partners	Awareness raised of forthcoming publication and Homes for Heroes programme
<i>May 2019:</i>	Sent to print after proofing (three volunteer proof readers)	Local	BCDP will manage print stage with help of volunteer proofers	BCDP	Publication of hard copy with PDF also available for uploading online
<i>June-Oct 2019:</i>	Publication and distribution Numbers to include: <ul style="list-style-type: none"> • At least 50,000 hard copies distributed • Minimum readership 100,000 people (based on two readers per copy on average) • 500 downloads/ view of PDF (based on past experience of projects) • 90%+ satisfaction rating from readers who complete survey 	Copies will be available at the launch event in June, at Bristol Open Doors events, on the estates covered in Homes for Heroes and at Festival of the Future City as well as through the local libraries	BCDP will manage print and distribution	General public	Wide range of people will have learnt about heritage and had an enjoyable experience from their reading Comic will have a long life beyond programme in both hard and PDF form

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
5. Feb-Oct 2019: Homes for Heroes Book of Walks <i>See rows below for key dates</i>	68pp A5 paperback to include four new walks linked to exploring local council estates (routes developed as part of projects) using successful format of BCDP's previous walking guides and books	Hard copy locally/ PDF online	BCDP will lead with support of partners, volunteers and participants in projects	General public	A range of self-guided walks around key local council house estates to explain and raise awareness of their significance and of the people who live there Greater longevity than a walking app as not dependent on technology that requires regular updating
<i>Feb-May 2019:</i>	Research, writing and gathering of pictures 8 volunteers to test routes and fact-check (2 for each estate)	Bristol	Written by BCDP research director with input from partners as required (routes co-created by residents)	BCDP, partners, residents	Routes devised with residents to ensure heritage and present-day life of the estates is understood by others High-quality, practical, permanent means of sharing some of the stories uncovered through research phases of the estate-based projects

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
					Content completed in timely fashion to meet deadlines
<i>June-Aug 2019:</i>	Design and proofs (3 volunteer proof readers)	Local	BCDP will commission designer and manage proofing supported by volunteers	BCDP	Book designed in timely fashion to meet deadlines and in good quality so that people will enjoy looking at it
<i>Sep 2019:</i>	To print	Local	BCDP will supervise print	BCDP	Book printed in timely fashion to meet deadlines and in good quality so that people will value owning it
<i>Oct 2019:</i>	Publication and distribution (with downloadable PDF) Measurable targets to include: <ul style="list-style-type: none"> • 3,000 copies distributed • 100 downloads/ view of PDF • 90%+ satisfaction rating 	Launched and distributed at Festival of the Future City (October) Available through libraries, Destination Bristol and other public venues	BCDP will manage distribution working with partners	Local people Visitors to Bristol For use by individual walkers, families and walking groups of all ages (with special guidance for those with visual or physical disabilities)	People will have learnt about heritage while having an enjoyable and healthy experience People on estates involved in the project will have had opportunity to contribute to both the book and the devising of the walks

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
		Given to partners to distribute in estates			Long life beyond programme in both hard and PDF copy
6. Feb 2019-Oct 2019: Bristol Libraries	<p>Providing research material and guidance to all projects</p> <p>Presenting displays of archive material, recommended books, outputs of projects and programme marketing material in 26 branches and at Bristol's Central Library</p> <p>Encouraging people to contribute stories and fresh material prompted by displays</p> <p>Branch libraries on relevant council estates will be physical hubs for information and activity for some of the projects</p>	Across the city	Bristol Libraries staff	<p>Local communities, city-wide community</p> <p>Regional, national and international interest</p>	<p>Greater awareness of heritage contained in library archives as well as of books about local history</p> <p>Greater sharing of and engagement with archives</p> <p>Possibility of new heritage material being uncovered in response to what is put on display</p> <p>Provision of focal point within estates, helping to raise awareness and support of this invaluable service</p>
7. Feb 2019- Oct 2019: Bristol Museums and Archives	Providing research material and guidance to all projects	Bristol Record Office, Bristol	Bristol Museums and Archives staff	Local communities, city-wide community	Greater awareness of heritage contained in

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<p><i>See rows below for key dates</i></p>	<p>Creating an online digital guide to archival sources in collections on Bristol's housing history</p> <p>Council housing content at M Shed to be combined into an online exhibition/ trail</p> <p>Refreshment of Places to Live and Enjoy display cabinet at M Shed to highlight council housing in the city</p>	<p>Museum and Art Gallery, M Shed and city-wide, including Kings Weston</p>	<p>supported by local historians</p>	<p>Regional, national and international interest</p>	<p>museum and record office archives</p> <p>Greater sharing of and engagement with archives</p> <p>Better interpretation and explanation of existing displays to highlight housing theme</p> <p>Possibility of new heritage material being uncovered in response to what is put on display</p>
<p><i>Early 2019:</i></p>	<p>Exhibition at Bristol Cathedral on post-First World War Bristol devised by local historian Clive Burlton in association with Bristol Record Office to include reference to housing with inclusion of original material that has a particular focus on the 1919 Housing Act (may later be displayed at the archives and</p>	<p>City centre and other sites in Bristol</p>	<p>Bristol Archives working with local historian</p>	<p>General public</p>	<p>Increased learning about heritage</p> <p>An enjoyable experience</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	toured locally). Target of 1,200 initial visitors				
<i>20 June 2019:</i>	Public lecture at museum by Peter Malpass – Britain’s first professor of housing – on council housing in Bristol from the start to today	City centre	Museum staff	General public	Increased learning about heritage An enjoyable experience
<i>July 2019:</i>	Bristol’s Brilliant Archaeology event focussing on Kings Weston Roman Villa on the Lawrence Weston council estate. Activities at Kings Weston will include a pop-up display based on the archive and/or dramatised guided tour (involving the museum’s Youth Panel). Target 1,200 visitors Bristol Museum to also create a digital story about the villa and other archaeological discoveries that resulted from building the estate	Lawrence Hill (in person)/ worldwide (digital element)	Museum staff	General public	Increased learning about heritage An enjoyable experience Increased awareness of the significance of the building of a major council housing estate after the Second World War
<i>July-Aug 2019:</i>	Walking tours on housing theme as part of summer programme	Bristol	Museum staff and guides	General public	Increased learning about heritage and an enjoyable, healthy experience

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
Sept 2019:	Participate in Bristol Open Doors, focussing on housing and having further activity at Kings Weston Roman Villa (target of 400 visitors)	Bristol	Museum staff	General public	Increased learning about heritage and an enjoyable experience
8. Feb 2019- June 2020: Hillfields Homes for Heroes project main period of public activity (see separate HLF application for full details including target numbers) <i>See rows below for key dates</i>	Community-focussed project that aims to raise awareness of the heritage of Hillfields, one of the country's earliest council estates	Hillfields estate with wider dissemination Hillfields Library will provide the project hub	Myers Insole Local Learning and Know Your Place staff working with community participants Hillfields Homes for Heroes Facebook page co-ordinated with the assistance of UWE history students	Local community participants and an audience made up of family and friends. This includes: pupils from Minerva Primary School; their parents, grandparents and carers; older members of the community particularly those with physical access needs A wider audience visiting the estates and learning about the project at other Home for Heroes events and online Also of city-wide, regional, national and international interest	The first estate residents will have been remembered and celebrated and connected to the community that lives in Hillfields today Information and stories uncovered, identified, created, recorded and collated during the project will be available to a wider audience via digital and print media (including a 20pp A4 legacy booklet) as well as being archived for future researchers

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<i>Feb-Mar 2019:</i>	Preparatory work with local pupils and older residents undertaking research about the estate	Hillfields	As above	As above	Intergenerational links will be established
<i>April 2019:</i>	Know Your Hillfields exhibition at library based on preparatory phase (target 1,200 visitors)	Hillfields	As above	As above	Heritage will be better interpreted and explained and more people will have learnt about and been engaged by it including the use of archives
<i>6 April 2019:</i>	Community launch event at library based on preparatory phase findings will include collecting further memories and memorabilia of first housing and surrounding area, and recruiting local residents to participate in next stages of project	Hillfields	As above	As above	Heritage will be better interpreted and explained and more people will have learnt about and been engaged by it including the use of archives
<i>May 2019:</i>	Beginning of next phase of community research to feed into touring exhibition Research guidance and support given will include actor-led tour of the estate and a community	Hillfields with visits to city centre	As above	As above	Volunteers will be trained in research and develop new skills including writing questionnaires and interview techniques

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>bus trip to the central Bristol archives to find out about the houses of Hillfields</p> <p>Intergenerational pinhole camera photography workshops</p>				Intergenerational links will be strengthened
<i>Sept 2019:</i>	Contribution to Bristol Open Doors (see Architecture Centre project)	Hillfields	As above in association with the Architecture Centre	Local community, visitors	<p>Widely publicised showcase for project</p> <p>People will learn about heritage while having an enjoyable experience</p>
<i>Oct 2019:</i>	Photography exhibition at library	Hillfields	Myers Insole Local Learning and Know Your Place staff working with community participants	Local community, visitors	Heritage will be better interpreted and explained and more people will have learnt about and been engaged by it including the use of archives
<i>16 Oct 2019:</i>	Contribution to Festival of the Future City – presentations on project (see separate entry)	<p>Hillfields and city centre</p> <p>Online dissemination after the festival will have world-</p>	As above in association with BCDP/ Festival of Ideas/ Festival of the Future City	Local community, festival audiences, online audiences	<p>Widely publicised showcase for project at event and in festival publicity</p> <p>People will learn about heritage while having</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
		wide reach			an enjoyable experience
<i>Jan-May 2020:</i>	Writing workshops, tapestry workshops, script-writing workshops to co-create material for the final celebratory event	Hillfields	Myers Insole Local Learning and Know Your Place staff working with community participants	Local community	Production of material that will help people to learn more about Hillfields heritage
<i>6 June 2020:</i>	Centenary of Hillfields Demonstration Area marked by celebratory day in Market Square that will include performances, gameshow, legacy booklets, cardboard city builders, music, junk models of ideal homes, photography exhibition, community tapestry map, cookery workshop	Hillfields	As above	Local community and visitors	People will have had an enjoyable experience while engaging in local history that has a personal resonance
4 June 2019: Centenary Celebration with Tree Ceremonies	Birthday event to mark the centenary of the planting of the Addison Oak (the official start of work at Sea Mills in 1919) linked to a ceremonial planting of a commemorative tree at the new council housing estate at Ashton Vale	Sea Mills and Ashton Vale	Led by Bristol City Council housing and media staff with contributions from local community and Bristol City Poet (commissioned by BCDP)	Local community	Focus for publicity and media coverage for the programme as well as a symbolic gesture acknowledging the connection between the past and the present

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>Likely attendance – 50 people</p> <p>Bristol’s City Poet – Vanessa Kisuule – will write and read a special poem for the event that will be posted on the Festival of Ideas website blog and filmed for use on social media and elsewhere</p>				<p>Newly planted tree will provide a legacy of the centenary celebrations</p> <p>New poem to use in promotion of programme</p> <p>People who attend the event will have an enjoyable experience</p>
<p>June 2019-June 2020: Sea Mills 100 project main period of public activity (separate HLF application for full details including target numbers)</p> <p><i>See rows below for key dates</i></p>	<p>Community learning project in one of the country’s earliest garden suburb council house estates</p> <p>The information collected during the course of project will be incorporated into a booklet and the Sea Mills trail will be included in the Homes for Heroes Book of Walks (see separate project)</p>	<p>Sea Mills estate</p> <p>Sea Mills Library will provide the project hub including as a venue for an exhibition of research and artefacts as discovered by volunteers that may tour to other branches</p> <p>Bristol Archives will provide</p>	<p>Sea Mills Community Initiative</p>	<p>Local community primarily but also of regional, national and international interest</p>	<p>The first estate residents will have been remembered and celebrated and connected to the community that lives in Sea Mills today</p> <p>Heritage will be better interpreted and explained and more people will have learnt about and been engaged by it</p> <p>New stories and material will be</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
		<p>training in research skills using their collection both at the Record Office and in the local library, and provide copies of key documents from the archives</p>			<p>uncovered, identified and recorded</p> <p>Intergenerational links will be established including through LinkAge tea-party and work with local primary school</p> <p>Information discovered, created and collated during the project will be available to a wider audience via digital and print media, as well as being archived for future researchers</p>
<p>8-9 June 2019:</p>	<p>Centenary weekend of community events.</p> <p>Stories collected from residents in Who Were the Heroes element of the project will become part of a trail around the estate with volunteers who have</p>	<p>Sea Mills</p>	<p>As above</p>	<p>Local people and visitors</p>	<p>People will learn about heritage while having an enjoyable experience</p> <p>People will have volunteered and learned new skills</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>researched their homes or public buildings displaying that information outside those properties</p> <p>The disused K6 Gilbert Scott phone kiosk next to the Addison Oak will be restored and used as a mini museum throughout the centenary year. Material collected in oral history project will become the basis for audio interpretation in the kiosk and the core of a radio documentary</p> <p>Old signage will be recreated</p> <p>New interpretation board by the Addison Oak will be permanent</p>				<p>New interpretative material available for the long-term</p>
<p><i>Sep 2019:</i></p>	<p>Involvement in Bristol Open Doors (see Architecture Centre project) for the first time</p>	<p>Sea Mills</p>	<p>Sea Mills Community Initiative in association with the Architecture Centre</p>	<p>Local people and visitors</p>	<p>Widely publicised showcase for the project</p> <p>People will learn about heritage while having an enjoyable experience</p>



When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
16 Oct 2019:	Involvement in council housing day at Festival of the Future City (see separate project)	Sea Mills and city centre Dissemination online after event will reach worldwide audience	Sea Mills Community Initiative in association with BCDP/ Festival of Ideas/ Festival of the Future City	Local community, festival audiences, online audiences	Widely publicised showcase for project People will learn about heritage while having an enjoyable experience

Table 2: Homes for Heroes: Management, Marketing and Evaluation

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<p>Jan 2019-Feb 2020: Ongoing work of steering group</p> <p>Regular meetings of planning group to ensure coordination and deliver</p>	<p>Bi-monthly meetings of management group – average of 25 participants each meeting – to ensure consistency of approach; ensure each project is marketed, managed and evaluated effectively; and make sure that Homes for Heroes is seen as one overall initiative throughout</p>	<p>Citywide</p>	<p>Meetings chaired by Bristol City Council’s cabinet member for housing</p> <p>Overall planning and delivery led by BCDP staff</p>	<p>For partners to manage the progress, delivery and impact of their projects and the overall programme</p>	<p>A successfully run programme that achieves its aims and makes a difference</p> <p>Successful coordination of all initiatives – making one overall project out of many</p> <p>New partnerships for future heritage projects (it’s worth noting that the partnership BCDP formed for Bristol2014 – an HLF-funded project – has continued to meet over the last four years with a number of new projects resulting from this)</p>
<p>Jan 2019-Feb 2020: Ongoing work of expert group</p> <p>Meetings of expert group to</p>	<p>At least five meetings of the expert group – made up of two academics from University of Bristol and the University of the</p>	<p>City-wide</p>	<p>Led by BCDP staff</p>	<p>For the effective delivery of the programme as a whole</p>	<p>Historical accuracy in all work</p> <p>Access to latest</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	maintain rigour in material used	West of England (which has Britain's first professor of housing) and others.			research and incorporation of this research in all Homes for Heroes work Links between experts and projects for future heritage projects
Feb 2019: Programme launch event	Soft launch of programme at special event (note that the June tree ceremony will be the official start of the programme) Measurable targets to include: <ul style="list-style-type: none"> • 200 audience members • Five speakers • 10 mentions in social media and other outlets 	City-centre venue Bristol Post to carry call for ideas, stories, artefacts.	Led by BCDP staff in association with Bristol City Council and all partners in the programme	Members of the general public; participants in projects; partner organisations; Bristol Post	Raising general awareness of the programme Encourage contributions of material, stories and time for the various projects, supplementing direct approaches and other engagement strategies
Feb 2019-Mar 2020: General marketing Ongoing online presence with peaks around key events including the tree ceremonies in June, Bristol Open Doors in September, Festival of the	Use of existing social media by all partners to promote overall programme and individual projects/ activities (eg: Festival of Ideas, Knowle West Media Centre, Architecture Centre) Establish and keep up to date a	Online and in print	Led by BCDP staff working with other partners as appropriate and coordinated by the bimonthly meetings of the steering group.	General public Students and other young volunteers given opportunity to develop promotional	Widespread awareness beyond the participating communities of the scale and scope of the wider programme and how people can contribute to, share or

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<p>Future City in October</p> <p>Regular coverage in Bristol Times supplement in <i>The Post</i></p>	<p>new Facebook Homes for Heroes page in which all social media activity can be collated (target of 500 followers). Kept active until at least the completion of the Hillfields Homes for Heroes and Sea Mills 100 projects</p> <p>Use of Festival of Ideas (FOI) e-newsletter to promote programme and individual projects (the current mailing list is 14,355)</p> <p>Use of other mailing lists and direct contact methods used by partners (subject to GDPR conditions)</p> <p>Targeted approaches to key groups, including BAME community, achieved through local network contacts (eg: BCDP through FOI has close partnership links with Ujima Radio, Black South West Network, Somali Media Group)</p>			<p>images</p> <p>Students and other young volunteers given opportunity to contribute to social media messaging and blogging</p>	<p>access information, material and other outputs produced</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>Calls in local media for ideas/stories to be used in resources/activity to be linked to marketing (eg: Eugene Byrne, editor of the popular Bristol Times in The Post, which focusses on heritage stories and encourages reader contributions will seek stories through the year; BCDP through FOI has close links to Bristol 24/7 news website)</p> <p>Inclusion in the 10,000 copies of the Festival of the Future City brochure (also available as PDF), highlighting achievements to date as well as the events in the festival (Festival of the Future City will also have its own temporary website for use in marketing)</p> <p>Measurable targets to include:</p> <ul style="list-style-type: none"> • 20 mentions in Festival of Ideas (FOI) e-newsletter with average of 30% open 				

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>rate per issue</p> <ul style="list-style-type: none"> • 50 FOI Facebook posts (currently have 5,648 followers) • At least 100 FOI Twitter posts (currently have 25,501 followers) <p>Awareness of the marketing material/ campaign included in evaluation questions</p>				
<p>Feb 2019-Mar 2020: General Evaluation</p> <p><i>See rows below for key dates</i></p>	<p>Comprehensive evaluation programme that covers individual projects and programme as a whole</p>	<p>Via email, online, telephone and in person</p> <p>Mainly local but some national and international data may be included</p>	<p>Led by BCDP Research Director, conducted by commissioned evaluator with input from all projects and partners</p>	<p>Providing feedback to funders, participants, organisers to assess whether aims met, outcomes achieved and overall impact</p>	<p>Thorough understanding of how the programme was delivered and its impact to use in reporting to funders/ partners/ supporters/ the public and in the planning of future partnerships</p>
<p><i>Feb 2019:</i></p>	<p>Appointment of evaluator</p> <p>Agreement across projects as to the key data to be collected in order to produce coherent</p>	<p>As above</p>	<p>As above</p>	<p>Evaluator and partners</p>	<p>Evaluator and partners have clear understanding of what is to be collected, when, how and why</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	overall programme evaluation				
<i>Feb 2019 to end of individual projects or key milestones:</i>	<p>Collect data from project leaders, participants, audiences, mailing lists, social media, emails and other sources to assess effectiveness and impact</p> <p>Material also used in reporting on the programme (ongoing and at its conclusion) as part of marketing campaign</p>	As above	As above	As above	Purposeful, accurate data source for use in evaluation, forward planning and marketing
<i>Sep 2019:</i>	Advisory group meeting to assess work to date. Create and test overall online survey to assess coherence and impact of wider programme	As above	As above	As above	As above
<i>Oct 2019:</i>	Audience surveys at council housing day at Festival of the Future City to include reference to overall Homes for Heroes programme	As above	As above	As above	As above
<i>Nov 2019:</i>	Advisory group meeting to assess work to date. General survey uploaded to Festival of Ideas website and regularly promoted to gather final	As above	As above	As above	As above

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	overview of how the programme went from the public				
<i>Dec 2019:</i>	Start drafting overall evaluation report. Start one-to-one debriefs/ interviews	As above	As above	As above	As above
<i>Jan 2020:</i>	Circulate draft report for comment and proofing	As above	As above	As above	As above
<i>Feb-Mar 2020:</i>	Report sent to design and print. Hard copies or PDF links sent to funders, partners and others	As above	As above	Funders, participants, organisers and other partners Possibly some media interest	Accessible means of understanding how the programme was delivered and the impact it made

Housing Delivery Update (Bristol City Council)

Bristol Homes Board – 31st January 2019

Purpose of Briefing

To provide an update to Bristol Homes Board regarding the current housing delivery trajectory. This briefing is for information only and is in response to a manifesto commitment from the Mayor to build 2,000 new homes – 800 affordable – a year by 2020.

Current Housing Trajectory

We are currently projecting to complete 420 affordable homes in 2019/20 and 820 affordable homes in 2020/21.

The Housing Delivery Team is focusing on 'starts' in addition to 'completions' as these can be influenced quicker (a shorter lag effect) and give greater confidence to projected 'completions' data.

The following table shows updated figures for 'affordable' starts and completions, together with any variance from the last reporting period.

Affordable Units - Updated January 2019									
	2018/19				2019/20				2020/21
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1-Q4
Starts	294	70	97	394	173	310	236	349	1,417
<i>Change (Since November 2018)</i>	0	0	-213	-31	168	307	174	-642	1,035
TOTAL	855				1,068				1,417
<i>Change (Since November 2018)</i>	-244				7				1,035
Completions	18	29	115	98	45	55	95	225	820
<i>Change (Since November 2018)</i>	0	0	-38	37	2	3	72	-94	7
TOTAL	260				420				820
<i>Change (Since November 2018)</i>	-1				-17				7
Market Units*									
Completions	1,614				1,709				1,618

*Draft figures which may change once the Strategic Housing Land Availability Assessment is completed

Key changes to the programme Since Last Meeting (November 2018)

Following receipt of Homes West Bristol Partner Q3 2018/19 returns in January the Council has reviewed its projections. As set out at Appendix A there has been significant slippage from 2019/20 to 2020/21 and from 2020/21 to 2021/22. Since this report was written we learnt on 21st January that the 2020/21 target will be 820 AH as Hartcliffe Campus programme has been revised bringing forward 22 Ah units from 2021/22.

The Council, in consultation with Homes West Partners, will now review what steps it can take to deliver additionality on existing schemes and mitigate project delays to bring delivery phases forward.

Key Affordable Housing Milestones Achieved Since Last Meeting (November 2018)

Bristol Homes West RP Partners

- Curo: The White Hart PH, Whitehall Rd 14 units affordable homes supported by BCC grant completed on 21st November 2018.
- Solon: 66 St Johns Lane, Bedminster (10 refurbished units) BCC grant allocated has been completed in December 2018.

New Council Homes Programme

- HRA Development Team: Alderman Moores, Ashton Vale (53 affordable and 80 market homes) has started on site in January 2019.
- HRA Development Team: Monsdale Close, Henbury (14 units) has completed.
- HRA Development Team: Preparation for submitting planning applications for phase 3 sites have commenced in January 2019.

BCC Land Release Programme to Homes West Bristol RP's

- Phase 3 of five sites to be marketed in Feb 2019.

Appendix A

Detailed analysis of affordable housing schemes changed completion dates between November 2018 to January 2019:

1- Year 2018/19

No.	Scheme Name	No. of Units	Company	Notes	Mitigation
1	Marksbury Road, Bedminster	-2	Sovereign	Slipped to 2019/20	Programme being reviewed
2	Parcel 4, Imperial Park, Hartcliffe	+1	Solon	Brought forward from 2019/20	
Total Change		-1			

2- Year 2019/20

No.	Scheme Name	No. of Units	Company	Notes	Mitigation
1	Hidden Homes / Office Conversion Programme	-5	Council Homes	Slipped to 2020/21 (revised programme)	Programme being reviewed
2	Alderman Moores, Ashton Vale	+20	Council Homes	Brought forward from 2020/21 (revised programme)	
3	Shaldon Road,	+8	United	Brought forward from	Review meeting with

	Lockleaze		Communities	2020/21 (revised programme)	United Communities to discuss programme
4	Marksbury Road, Bedminster	+2	Sovereign	Slipped from 2018/19	Programme being reviewed
5	Dunmail Primary School, Southmead	-10	United Communities	Revised programme (slipped to 2020/21 & 2021/2022)	Review meeting with United Communities to discuss programme
6	Long Cross PH/Holly House, Lawrence Weston	-17	Curo	Slipped to 2020/21 (Cost/value issue to meet Ground Source Heat pumps)	Review meeting with Curo to discuss programme
7	Paintworks (Phase 4), Bath Road	-14	Crest	Slipped to 2020/21	Seeking confirmation on contract with RP
8	Parcel 4, Imperial Park, Hartcliffe	-1	Solon	Brought forward to 2018/19	
Total Change		-17			

3- Year 2020/21

No.	Scheme Name	No. of Units	Company	Notes	Mitigation
1	Alderman Moores, Ashton Vale	-20	Council Homes	Brought forward to 2019/20 (revised programme)	Work on site has started.
2	Hidden Homes / Office Conversion Programme	+6	Council Homes	Slipped from 2019/20 (revised programme)	Programme being reviewed
3	St Peters House EPH, Horfield	+32	Council Homes	Brought forward from 2021/22 (revised programme)	
4	Brunel Ford, Muller Road, Horfield	+23	Council Homes	Brought forward from 2021/22 (revised programme)	
5	Coombe House EPH, Westbury-on-Trym	+16	Council Homes	Brought forward from 2021/22 (revised programme)	
6	Astry Close PRC, Lawrence Weston	+34	United Communities / ALW	Brought forward from beyond 2021/22 (revised programme), BCC concerned that ALW have the capacity to bring forward this scheme on this timetable.	Community Led Housing consultant to have urgent meeting with ALW
7	Shaldon Road, Lockleaze	+18	United Communities	Brought forward from 2021/20 (revised programme)	
8	Hartcliffe Campus (Phase 2), Hartcliffe	+22	Land disposal - BCC	Brought from 2021/22 (revised programme)	
9	Dunmail Primary School, Southmead	+1	United Communities	Slipped from 2019/22 (revised programme)	Review meeting with United Communities to discuss programme
10	Bath Rd (West of Totterdown Bridge), Totterdown	-32	Yarlington	Slipped to beyond 2021/22 due to extended planning and consultation period	Review meeting with Yarlington to discuss programme
11	Filwood Broadway (Swimming Pool), Knowle	-20	Livewest	16 units slipped to 2021/20 (also total reduced by 4 units)	Review meeting with Livewest to discuss programme
12	Maesknoll EPH, Bamfield, Hengrove	+35	Sovereign	Additional 35 units has been secured (total 50 affordable	

				units)	
13	Romney House, Lockleaze	-40	BCC Company House	Slipped to and beyond 2021/22	Selecting JV partner in next 3/4 months
14	40-48 Midland Road, Old Market	-10	United Communities	Reduced from 62 to 52 units, (design issues), concern that completion may slip to 2021/22	United Communities meeting with BCC officers this month to discuss revised design
15	Land to the rear of 45 - 95 Kings Weston Avenue	-1	Yarlington	Reduced by 1 unit (revised design)	In planning - awaiting for decision
16	Long Cross PH/Holly House, Lawrence Weston	+17	Curo	Slipped from 2019/20 (Cost/value issue to meet Ground Source Heat pumps), BCC concerned that completion may slip again to 2021/22.	Curo to discuss issues with BCC sustainability team.
17	McArthurs Warehouse, Gasferry Road	+27	Guinness	Brought forward from 2021/22 (revised programme)	
18	194 Luckwell Road, Bedminster, BS3 3HH	-67	United Communities	Slipped to 2021/22 (granted planning permission January 19 but start on site delayed to January 2020)	Strategic meeting with United Communities to discuss programme
19	Foundary Lane on South Side of Deep Pit Rd (Brook Rd), Speedwell	-20	Yarlington	Slipped to 2021/22 (revised programme)	Review meeting with Yarlington to discuss programme
20	Paintworks (Phase 4), Bath Road	+14	Crest	Slipped from 2019/20	Seeking confirmation on contract with RP
21	Redcliffe Quarter (Village), Redcliffe	-36	A2 Dominion	Slipped to 2021/22	
22	123 Cumberland Road, Spike Island	+1	Elim	Programme of delivery provided recently	
23	13 Victoria Avenue (Rear of Shiner Builders Merchants),	+7	Elim	Programme of delivery provided recently	
Total Change		+7			

BRISTOL
ONE CITY



One City Plan

A Plan for Bristol to 2050

In 2050 Bristol is a fair, healthy and sustainable city. A city of hope and aspiration, where everyone can share in its success.

One City Plan – An important note on this first iteration

This is Bristol's first ever One City Plan. It is the product of our city's commitment to come together to agree and work for the future we want for Bristol to 2050.

This plan is a first iteration, a starting point from which we will develop ever-stronger future versions beginning with the refresh to be published in January 2020. It should be read with this in mind.

The interdependent challenges of growing an inclusive, sustainable city that both breaks down our social fractures and inequalities and reaches carbon neutrality sit at the heart of the future we must deliver. They are stitched throughout the plan. Future iterations will become more sophisticated and take on the ambitious challenge of bringing some targets forward, for example on the dates by which we deliver demonstrable reductions in economic inequality and accelerating our carbon neutrality targets to 2030.

This is the start of an exciting collaborative journey for the many different communities, institutions, organisations and individuals who make up our city.

The One City Plan is...

An attempt to focus the city on a sequence of key outcomes which we all agree to concentrate on and contribute towards.

An attempt to describe "what it will be like" to be in Bristol and to be Bristolian in the years to come.

Something to grapple with; a tool to enable partners and the wider city to engage in a meaningful way with the city's future.

A way of sequencing a range of activity as a city so that the early deliverables make longer term goals possible to achieve.

In constant review and to be formally refreshed every year through the City Office and the Thematic Boards in the city.

The One City Plan is not...

A plan to usurp all plans; we recognise organisations will continue to have their own plans and strategies and this plan should enable those.

A perfect document; it will become more sophisticated with further iterations and as we make demands of it and respond to it to the point where we develop a uniquely Bristol approach to leadership.

An instruction manual; it is up to partners to decide if, what and how they will change to achieve our shared overarching goals.

A bureaucratic barrier; the plan should not stifle innovation and other work occurring in the city.

Complete; there will be no such thing as a 'final version' because it will be in constant review.

To be owned and/or run by Bristol City Council.

“ Assume the plan is a work in progress. A strategic plan is not a set-and-forget instrument. It's a living and breathing document that guides decision making and helps marshal resources. ”

Graham Kenny, Strategic Plans Are Less Important than Strategic Planning

The tale of two cities...

This has always been the tale of two cities
Both must be told in their entirety
Wearing the pride and the shame on each shoulder
We walk forward – knowing with hard work
One of those forces can far outshine the other

Vanessa Kisuule – Bristol's City Poet 2018-2020

“ Cities and nations thrive when leaders
anticipate the future - and dream big. ”

Michael Bloomberg, Climate of Hope

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bristolonecity.com

Introduction



Our shared city vision is clear: In 2050 Bristol will be a fair, healthy and sustainable city. A city of hope and aspiration, where everyone can share in its success.

Immediately following my election in May 2016, I set about organising our first City Gathering. I invited leading figures from the city's most influential institutions, including our universities, police, NHS, business community, voluntary sector, unions and faith groups. Around 75 attended. My office ran a quick calculation and estimated the collective annual spend in the room ran to several billion pounds and between us we employed over 70,000 people. I pointed out there was huge reach and incredible power in the room and if we all, on that July morning, were to agree small number of city priorities on which we all committed to, there would be little we couldn't achieve.

The potential of that collective power is at the heart of the One City Plan. It is an effort to rally the city by collectively agreeing a vision for Bristol in 2050 and the sequence of challenges, opportunities and outcomes we must deliver each year to get us there. It is born of a leadership that understands that we, as individuals and institutions, are interdependent; that what people receive from Bristol is not the result of decisions made by any single organisation but the product of the decisions and non-decisions made by the whole range of city actors; that the people need the city to be more than the sum of its parts; and that we either choose to be proactive in setting out the future we want or wait on what an increasingly uncertain world presents us with.

This has not been an easy project. Bristol has not been as organised as it might have been. When we began work on the One City Plan we found hundreds of unaligned city strategies pointing toward over 1,500 city measures with decisions being made across tens of disconnected city boards. What's more, only a few strategies reached beyond 2022 meaning that as a city we were not collectively planning more than four years ahead. The One City Plan has attempted to bring focus and order to the mass of activity where it already exists and new ideas where it doesn't. The teams who have developed the plan have held events enabling over 300 people to contribute thousands of ideas.

The yearly targets within our One City Plan are not permanently fixed. Our plan will be refreshed annually as we work with our changing city and world. It's the inevitability of change that drives the case for planning. As Australian academic Graham Kenny wrote in the Harvard Business Review, "A strategic plan is an essential device in navigating disruption's headwinds."

Bristol's One City Plan and the practices and relationships we build through its production will better allow us to respond to external shocks and opportunities, through our collective commitment to visions and objectives that transcend the electoral cycle.

We welcome all city-partner contributions to this ongoing journey. We welcome initiatives that help to enable us to live up to the ideals we aspire to – the spirit of 'One City' is absolutely not limited to the specific actions identified in this plan. It is simply about enabling good ideas and great work to flourish. We want people to grapple with this plan, to challenge it, suggest changes to the sequencing and content. As difficult as it is, long term, joined up planning, is the only way that we will truly be able to address some of the more systemic and globally resonant challenges we face.

**Marvin Rees,
Mayor of Bristol**

A One City Approach: of the city, by the city, for the city

Politicians, business leaders, community groups and academics around the world have described the emergence of a global era defined by increasing rates of complexity, volatility, uncertainty and interconnectedness¹.

Many forces are shaping Bristol's path as a city, including national government policy, migration, trade, markets, conflict, climate change, and the rise of polarising ideologies.

Meanwhile specific challenges such as an ageing population, social inequality, and unsustainable resource consumption demand a rapid response.

The One City Approach is our response.

Key to the One City Approach is to work with the collective intelligence of many stakeholders and for those organisations to recognise that their future prosperity cannot be secured merely through what happens within their boundaries. The city context in which they operate is key.

The One City Approach aims to promote systems change in four ways:

1. **Bring clarity to what we are trying to achieve as a city by when** - facilitating participation.
2. **To create more resilient public services** by promoting shared agendas across organisational leadership.
3. **To solve complex city challenges more effectively and efficiently** by using a City Office as a space to develop a deeper understanding of our challenges.
4. **Increase the sustainability and scalability of innovations** by supporting them with a new model of city partnership, with the City Office taking on a role as a key enabling hub to support and coordinate city resources and assets through shared agendas and common city goals.

The One City Plan is intended to be dynamic and will evolve as our collective thinking develops and new challenges and opportunities emerge over time. In the essence of being agile, adaptable and resilient to change, it is not about having a fixed plan.

“ Plans are of little importance, but planning is essential. ”

Winston Churchill

Working together we have developed strong visions for our city, creating a rich picture of what we want our Bristol look and feel like in the future. We have built preliminary timelines of ideas, proposals and schemes that start to underpin the delivery of the One City Approach. We have imagined what could be achieved by working collaboratively against six priority themes: **Connectivity, Economy, Environment, Health and Wellbeing, Homes and Communities, and Learning and Skills.**

We have not started from scratch and began by looking at plans and strategies which already exist at a local, regional, national and international level and plotting their targets within a timeline. This was with a view to bringing more order and alignment to the work of different institutions within the city and the existing city boards contributed to then expanding this timeline up to 2050.

The One City Plan is a prompt to support the navigation of a wealth of city strategies, and a constructive challenge to all of us to make them join up with real intention driving our collective actions.

In summary:

- The One City Approach aims to enable a shared culture and commitment to collective action for Bristol. A common good that benefits us all.
- The One City Plan, where we set out the sequence of shared goals, provides a practical framework for the approach
- The City Office is a real office made up of representatives of city partners who commit to work together to drive forward and deliver against the One City Plan.



One City – inspiration and aspiration

“ In cities across the world efforts are being made to redraw the boundary between the state and civic society in intriguing new ways. These urban innovations challenge conventional approaches to public service reform. ”

Robin Hambleton, *Leading the Inclusive City*

“ We are at the dawn of a new urban era. Half of humanity now live in towns and cities. It is estimated that by 2030, two-thirds of the world’s people will be urban dwellers...let us resolve to make cities around the world safer, greener, more inclusive and more secure places for everyone. ”

Ban Ki-moon, 2007

“ Power is devolving to the people and places who are closest to the ground and oriented toward collaborative action. The shift is changing the nature of our leadership - who our leaders are, what they do, and how they govern.... it is clear that the real, durable reshaping is being led by networks of city and metropolitan leaders - mayors and other elected officials, for sure, but also heads of companies, universities, medical campuses, metropolitan business associations, labour unions, civic organisations, environmental groups, cultural institutions, and philanthropists. ”

Bruce Katz, *The Metropolitan Revolution*

“ Cities are nodes in flows... they exist because there are intersections of movements of people, finance, cultures, ideas, innovations, trade... ”

Marvin Rees referencing *Global Parliament of Mayors*

“ In preparing for battle I have always found that plans are useless, but planning is indispensable... ”

Dwight D Eisenhower

Our ambitious vision for each decade

This document sets out our ambitious vision for the future of Bristol, decade by decade up to 2050. It takes a visionary thematic approach to describing the Bristol we want to live in and what we want it to be. This is guided by an approach which works with the rich interconnectivity of the city as a dynamic and diverse “system of systems”. It is built on six ‘stories’; Connectivity, Health and Wellbeing, Homes and Communities, Economy, Environment and Learning and Skills; which are all deeply interdependent. It is from this perspective that we will design and implement initiatives which recognise complex challenges such as homelessness, crime and worklessness as the symptoms of underlying issues of social integration, economic inclusion, and mental health for example.

Understanding how the city will feel, how it will operate and how some of our initial interventions will impact the social and physical world around us over the next three decades is important to set out. Without this foresight, aspiration and galvanised level of understanding, we will be unable to understand fully what all the component parts are working towards, what we seek to have achieved and the impact that the One City Approach delivers.

“ The alternative to a politics of cynicism is a politics of participation that devolves power back to people closer to where they actually live: back to cities.”

Dr Benjamin Barber, Cool Cities

Priority themes and outcomes

The delivery of our overall vision has been carefully assessed by many partners with a wide range of expertise, applying six priority thematic lenses to life in Bristol. These were formed through understanding visions, collaborative cross-organisational systems thinking and analysing city-wide data.

Our goals for each decade are set out within these themes as a starting point for long-term discussion, iteration and delivery from many different partners and institutions. To a degree this is a construct – no-one could possibly predict the precise actions and timescales of such complex change.

BRISTOL ONE CITY

In 2050, Bristol is a fair, healthy and sustainable city.

Connectivity

By 2050 everyone will be well-connected with digital services and transport that is efficient, sustainable and inclusive; supporting vibrant local neighbourhoods and a thriving city centre

- Transport is healthy, active, sustainable, safe and enables easy movement throughout the city
- The city is well connected, supporting access to employment, education and services for all
- World class urban communication infrastructure and services underpin all we do.

Economy

By 2050 everyone in Bristol will contribute to a sustainable, inclusive and growing economy from which all will benefit

- Tackle persistent worklessness and economic exclusion
- Economic growth through boosting productivity
- Improved integration between neighbourhoods and employers.

Environment

By 2050 Bristol will be a sustainable city, with low impact on our planet and a healthy environment for all

- Bristol will be a carbon neutral city
- Everyone will have access to healthy, ethical and sustainably produced food
- Bristol will have an abundance of wildlife, all people will benefit from healthy natural environment.



But this format is used deliberately to bring the issues to life, to provoke conversations and collaboration and to help us focus on authentic, credible and deliverable steps to take towards a better Bristol.

The framework below clearly sets out our aspirations in the form of six priority themes set across the backdrop of the UN Global Goals for Sustainable Development (17 agreed goals for a better world by 2030) and will guide the ongoing development of the One City Plan and Approach.

We built the One City Plan on six themes for two reasons: 1) Pragmatic: the city has thematic boards made up of its partners shaping these areas. We want to empower these boards and they were instrumental in helping set the visions and contributing to the timelines: 2) Philosophical: we considered what life in our city was made up of. There are an infinite number of component parts however we considered the six below to make sense as overarching themes for Bristol.

A city of hope and aspiration, where everyone can share in its success.

Health and Wellbeing

By 2050 everyone in Bristol will have the opportunity to live a life in which they are mentally and physically healthy

- Mental health will be as important as physical health in Bristol
- Health inequalities will be reduced
- Children will grow up free of adverse childhood experiences having had the best start in life and support through their life.

Homes and Communities

By 2050 everyone in Bristol will live in a home that meets their needs within a thriving and safe community

- Every person in Bristol will be able to live in a home that they can afford and which is secure and warm
- Bristol is a safe city for all citizens and provides a safe environment for future generations
- Everyone can play their part in powerful, connected, inclusive neighbourhoods with access to the things needed for a good life.

Learning and Skills

By 2050 everyone in Bristol will have the best start in life, gaining the support and skills they need to thrive and prosper in adulthood

- School engagement and attendance has improved, as has the development of young people's life skills
- Improved support for children with Special Educational Needs and Looked After Children
- Improved post 16 offer developed with clear learning, employment and skills pathways.



Our 2050 Connectivity Vision

The lifeblood of Bristol is connectivity. Our connectivity is considered the template for contemporary city living. Whether our people connect in person or in virtual spaces, whether they connect in their physical communities or their global communities, our city infrastructure helps bring them together. Bristol connectivity means multimodal connectivity – we designed our infrastructure around the human condition. Anchored yet free, our people are able to draw on the experience of others in their communities and peer groups, and live independently and spontaneously.

Connectivity is synonymous with productivity and Bristol is the regional epicentre of productivity. The South West Economic Region grew on the back of investment in transport and digital connectivity.

The Bristol-Cardiff high speed, high frequency rail link benefits both cities equally – time and travel no longer impinge productivity as they once did. Talent, ideas, energy and enthusiasm flow between the cities and across the region. High-speed rail links connect Bristol with other cities and when the mass transit system was completed in the 2030s, connections between Bristol, Bath, Bristol airport and North Fringe and East Fringe were complete. Our traffic management has cut congestion times and many of our deliveries are made by driverless freight vehicles.

Throughout the 2020s ultrafast broadband was rolled out without exception to social housing, businesses, in public spaces and through city Wi-Fi services. Tactile and immersive virtual and augmented realities reduce the need to travel and are commonplace at work and at home. They also bring together like-minded communities for shared social activities and entertainment.

Our city has managed bus lanes, cycle lanes, congestion controls and programmes to educate school children about safe travel. More than half the city cycles and active travel is the preferred mode of transport for many commuters. Domestic deliveries often arrive by drone. Nobody has been killed or seriously injured as a result of an avoidable road traffic accident in Bristol for years.

We strategically removed the obstacles and barriers to people connecting. The city moves on renewable energy, our people are free to create their own pathways, connected in person or virtually. Our lifeblood flows locally, regionally and globally.

The challenges to achieving our vision

- More and more of city life and business activity depends on connectivity – fixed and wireless. People and businesses without access to this connectivity will be increasingly disadvantaged
- Digital exclusion around connectivity includes inability to afford broadband and insufficient data on mobile phones – this affects people's ability to access services, save money by shopping around and access to learning opportunities
- Businesses with poor digital connectivity will not be as productive and will not be able to take advantage of innovations needing fast digital connectivity.



Our 2050 Economy Vision

The richness of the human experience is celebrated in Bristol. In our people, in our communities and in our economy, we embrace diversity and diversity embraces us. Strategic planning provides the incubators and foundations for sustainable businesses to develop across the city; providing secure, rewarding work and a fair wage for all ages and all abilities. Compared with similar-sized cities in Europe, our productivity is the highest.

We are vibrant and diverse people. Our industry and economy has flourished by recognising this, such that worklessness and economic exclusion are no longer a drain on city resources. Unemployment is at 2%, we are reducing the earning inequalities between the highest and lowest earners in the city. The pay gaps between people based on who they are and where they come from are closed.

Innovation thrives where the conditions are right. The public sector and the private sector are equally supported to keep abreast the new and novel ways of working. Networking across city agencies and disciplines includes collaboration with end users. City-centre commerce is supported through ring-fenced business rates that encourage small-medium enterprise. Communication between business leaders and workers is where ideas are shared and explored – each party has stake in making the good ideas come to life.

There is a strategic fit between city education and training providers and businesses. The collaboration means the right skills are provided in apprenticeships for the current and future job market. Our age-friendly mentoring ensures cross-fertilisation of knowledge. Our most socially responsible businesses share knowledge and mentor others throughout the city. The city youth have a role to play in sharing their knowledge of cutting-edge technology within business and community groups.

Bristol drives economic growth through promoting diversity, creativity and innovation. Inclusion enhances productivity and throughout the city you will see our diverse people at work, being open, being equals in the society we have created.

The challenges to achieving our vision

- Inequalities are evident spatially, between neighbourhoods in different parts of the city, and on the basis of gender, ethnicity, disability and numerous other factors which frequently combine to have a greater cumulative effect
- Housing shortage and supply failing to match demand, has resulted in unaffordable house prices and rents for many citizens
- Transport infrastructure and provision deficit, which has particular impact upon peripheral neighbourhoods reliant upon public transport. This exacerbates the deficits in educational attainment and healthy living that are experienced by citizens in disadvantaged neighbourhoods
- Potential scenarios for the future of economic activity pose distinct threats to citizens already experiencing, or on the verge of, economic exclusion. The shift towards higher skilled jobs in the local labour market, with over half of all jobs in Bristol requiring degree-level qualifications, and the rise of automation in more occupations are combining to limit opportunities for many citizens.



Our 2050 Environment Vision

Where action is needed, Bristol delivers. The confluence of wide-ranging environmental initiatives and ambitious targets have been a success. Our carbon neutral city has the nitrogen dioxide levels of rural England, tree canopy and wildlife has doubled since 2018 and biodiversity is at a level never before seen in the city. Carbon neutrality and low environmental impact has been designed into our city. Our children have thanked us.

All of our city's homes are supplied with renewable energy. New buildings are designed to work with the environment and not against it. The slightest breeze is converted into renewable electricity for our schools, our homes, our food deliveries, our lives.

We have seen a 70% reduction in premature deaths attributable to air pollution since records started in 2015. Land zoning has provided space for local food production and city farms, such that 75% of fresh produce has a low carbon footprint and 15% of fresh produce is grown within the city.

The people of Bristol need walk no more than ten minutes from their homes to reach excellent quality green spaces. Community-centred living begets civic pride. Littering is no longer a problem in any area.

The trajectory of our enviable environmental credentials is managed through continually measuring and planning and consulting. Our zero-waste status is maintained by our circular economies – household waste has plummeted; businesses are committed to sustainable procurement. Zero waste shops are common on the high street. Waste is designed out of the city.

Life in Bristol is considerate and deliberate. The generation that thanked us for making radical changes to how we live now enjoy a higher quality of life than the generation they thanked. They are determined to receive their thanks in turn and to live purposeful, full and abundant lives, without detriment to nature.

The challenges to achieving our vision

- Every year, Bristol spends over £320 million on gas and electricity in its households, business and in the public sector. Over 85% of this energy consumption is from fossil fuelled sources. Bristol remains a city where over half of the housing stock is energy inefficient, and fuel poverty affects one in eight households. Renewable electricity generation from sites within Bristol currently meets approximately 8% of the city's current demand for electricity
- Half of household waste in Bristol is currently not recycled or composted. The businesses in our city also generate huge volumes of waste and, as with the UK as a whole, insufficient data prevents analysis and action. 80% of Bristol's residents think litter is a problem in their community
- Transport is currently responsible for 25% of Bristol's carbon emissions, and tailpipe emissions (produced from internal combustion) are primary contributors to poor air quality in the city, linked to 300 premature deaths in the city. Only 29% of people in Bristol currently feel safe while cycling in the city
- Bristol is already a recognised leader in innovative food-related projects and practices, but much deeper change is needed to address issues such as food poverty, obesity, and the environmental damage caused by the current food system.



Our 2050 Health and Wellbeing Vision

Bristol living is healthy living. Our citizens thrive in a city that supports their physical health and mental health equally. Health inequalities are identified and acted-on through continually monitoring the health, social and economic landscape. Integrated health and social care seamlessly meet the ever-changing needs of our communities. We focus on early help and prevention; our interventions are tailored and person-centred. We look to similar cities around the world, and we know the health of the people of Bristol is the best it can be.

Health and wellbeing is woven into the fabric of the city. We deliberately consider health implications in our policies, our planning and our projects. Bristol city infrastructure and health and social care provision has changed – the health and wellbeing of our people sits at the centre of city-wide decision-making. No ward in Bristol is within the 10% most deprived in the UK.

From the high-street to the hospital, our city is shaped to give our people the best start in life, the ability to make healthy living choices and to encourage personal wellbeing. From the bus lane to the cycle lane, our decision to re-shape transport in the city has made activity a part of everyday life for every person of any ability. When we removed barriers to mobility, we removed the barriers to social inclusion. Across all ages, communities benefit from clean air and deaths from air pollution have been virtually eradicated.

People in Bristol are central to determining their health and care. They have a choice in how they access healthcare and social services, and routinely these are provided through digital resources. They are able to access primary care seven days a week, day or night. Preventable mortality is halved from 2018 rates; fewer than 3% of people in the city smoke and this is reflected in the reduction of hospital admissions for respiratory disease to one third of their 2018 levels.

Personalised medicine is now a standard medical approach, providing radically different ways to diagnose, treat and manage complex diseases than a 'one size fits all' approach. The gap of life expectancy levels between the most deprived areas and the most affluent areas of Bristol is reduced significantly.

Obesity is no longer a contributor to early death in Bristol. Our children leave school knowing how to prepare a meal from fresh produce, and our work across the retail sector has ensured fresh produce is available throughout the city, with 15% coming from Bristol's market-gardens and city farms. The healthy choice is always available.

Our holistic approach goes beyond health and social care providers. Schools, businesses, faith groups, charities and clubs play their part and know the valuable role they have in strengthening our communities. Our strong communities are formed of resilient and independent people. Our people are living healthier for longer and living happier lives in Bristol.

The challenges to achieving our vision

- A persistent, ingrained gap in Healthy Life Expectancy between those living in more affluent and more deprived parts of the city, which can be over 16 years in some cases.
- People are living longer and, in many cases, living longer in poor health. Care is more complex, with advanced medical interventions and better survival rates for many diseases
- The number of people living with one or more long-term conditions is increasing and our culture and environment has changed so that it promotes unhealthy behaviours, which contribute to long term conditions and non-communicable diseases such as obesity
- We have not managed to reduce health inequalities significantly, with 16% of residents (69,000 people) living in deprived areas (Indices of Deprivation, 2016).



Our 2050 Homes and Communities Vision

The citizens of Bristol live the best versions of themselves. We measure our success on how we treat our most vulnerable; in housing and communities, Bristol's greatness is unmatched. The rhythm of the city is set by the communities we have created. We live without fear of hate crime. Community goals are set by more people than ever and are achieved by diverse cultures who are united with mutual respect and care for each other.

The approach to housing in Bristol has been influenced by the ambition to be an inclusive, supportive, healthy city. Since 2020, 60,000 new homes have been built, of which 24,000 are affordable, and since 2037 all new homes built in the city are fully accessible. People with disabilities choose where in Bristol they wish to live, integrated into the communities from which they draw strength and support. Everyone can access fuel, insulation and heating to ensure nobody suffers from a cold home. Home ownership is feasible for more people today that it was in previous decades.

Some of our most vulnerable citizens were those forced to sleep rough. The last sleeping bag used on the streets of Bristol by a homeless person was in the 2020s. The rate of empty properties in Bristol is reduced; the waiting time for social housing is reduced, and we now have the lowest rate of homelessness for any city of its size across the UK.

Civic pride permeates Bristol life. Shops, streets and community spaces are age-friendly and accessible to all. The citizens of Bristol live free from prejudice, discrimination and hateful behaviours. We do not exclude.

Our communities lead city life. Whether through regularly attending a cultural event, or through volunteering or through being involved in community activities, people live purposeful and full lives in Bristol. We create space to hear collective voices. We create space to hear individual voices. We hear fewer lone voices because social isolation has halved since 2018 and the silent killer of loneliness in Bristol has declined.

Perception of crime, anti-social behaviour and community safety steadily improved over the decades. City-wide initiatives and community action has led to a reduction in reoffending and a downward trend in gang-related or substance-misuse deaths.

In the life we live in Bristol, in the homes we make for ourselves, in our communities we are part of, we feel protected. We feel safe.

The challenges to achieving our vision

- National threat of a terrorist attack remains severe
- Incidents of hate crime have increased in recent years
- Drugs markets are very active in Bristol
- Rise in vulnerable people being targeted by offenders committing fraud online
- Older people have the highest perception of crime and victimisation and therefore have a higher fear of crime than any other age group.



Our 2050 Learning and Skills Vision

A citizen of Bristol is a citizen of the world. We equip our people with skills for life. We pride ourselves on an education system that provides equality of opportunity to each and every child. Business leaders and employers are integrating life-long learning opportunities into places of work. The Bristol population is in the top five for PhD student numbers in Europe and our universities have established Specialist Research Units which lead on world-class research. Global citizen education is a key element of secondary school education. We hold our heads high on the world stage.

Integration is the cornerstone of learning and skills and Bristol life. By the 2030s no child with special educational needs or disabilities was segregated at school; support was provided where necessary to close the attainment gap. Cultural studies to reflect the diversity of Bristol communities became mandatory. Our comprehensive student exchange programme takes Bristol life to communities around the world and integrates the richness of different cultures into our city.

At least half of our schools have spaces that are used as community resource areas and our universities have community learning hubs. We witnessed exclusion rates slide and school-leavers have clear learning, employment and skills pathways to support their transition into adult life. By 2036 the number of young people (aged 15 to 24) not in education, employment or training was zero.

Our investment in youth has paid dividends. Annual city-wide youth conferences take place to ensure that young people are engaged with the process of strategic city planning. Eighty percent of young people

are engaged in extra-curricular community activities such as youth clubs. By the 2040s, 16-year olds in Bristol were granted the right to vote.

The interface between education and working life in Bristol is strategically managed. Apprenticeships reflect the core industries of Bristol, such as digital, media, and sustainable technologies. Business leaders from industry are integrated into school networks to encourage and attract talent. Every child who is educated in Bristol has the opportunity for employment at fair-wage rates in the city.

The learning and skills infrastructure in Bristol is designed to allow learning to happen when and where it suits the individual, at a pace and to a level that they require. Literacy and numeracy levels in adults continue to rise due to the success of our programmes of support. Parents and carers have access to affordable childcare, giving them the space to develop and learn new skills. Pioneering use of simulation through virtual reality and augmented reality brings fresh and innovative approaches to learning.

The challenges to achieving our vision

- There are lower average attainment rates in key stages of education, usually by around 1 - 3% below average. Attainment rates and being in education, training or employment are exceptionally challenging for children in care, care leavers and those with special educational needs and disabilities, which faces chronic national funding shortages
- Absence from school is nearly 3% higher than the national average of 10.8%. Exclusion rates are nearly 1.5% higher than the national average of 2.29%
- Less than 5% of teachers in Bristol are from black and minority ethnic backgrounds
- The city's population is growing, with nearly 11,000 more children needing educational services by 2026
- One-fifth of children under-16 live in low income families.



“As we look ahead, we are asking critical questions about New York: what do we want our city to be in ten years, twenty years, and beyond? What kind of city do we want to pass on to our children - and to generations to come?”

Mayor Bill de Blasio, One New York



An aerial photograph of a city, likely London, showing a river (the River Thames) winding through the urban landscape. The image features a mix of architectural styles, including modern glass-fronted buildings and older, more traditional structures. A large, circular stadium is visible on the left side of the river. The overall scene is a dense urban environment with a significant amount of greenery interspersed among the buildings.

One City Plan 2019 – 2029

One City: 2019-2029

A decade where we set ambitious goals and defined new pathways

In this decade the foundations for ambitious goals were laid. Bristol set its path as a thriving, calming, considerate and peaceable city. We began to truly assert ourselves as a leading global city. How we move through the world, interact with ourselves, with others and with the planet were key considerations to setting the goals and defining the pathways.

Our urban geography began to change. We made considerable changes to how we acquire and consume the limited resources of the planet. In our personal lives, in our professional lives, in our activities and our enjoyment of life, the spaces we inhabit began to change, the transactions with nature began to change.

All Bristol businesses with more than 500 employees were working towards the UN Sustainable Development Goals and were signed-up to a local sustainability plan. A few years after household waste and recycling centres saw levels of waste go down, our first 'zero waste zone' was launched, itself a step towards achieving a circular economy, putting an immediate end to decades of living in a 'throwaway' economy.

We designed renewable energy production into the fabric of our city, and by the end of the decade we were meeting 20% of the city's electricity needs from clean energy sources. We retrofitted buildings to reduce their energy demands, and put our buildings to better use, allowing more community groups to use spaces.

Over time we saw the invisible bonds of our city's communities become stronger. Parity became a byword for city success. Inequality in earnings between lowest and highest earners started to reduce. Specific steps were taken to increase the number of women, BAME, LGBTQ+ and disabled teachers in our schools and our children began to receive age-appropriate information on gender and sexual orientation. Alongside this, programmes were put in place to ensure the proportion of women, BAME, LGBTQ+ and disabled employees in public sector agencies reflected the diversity of the city. We adopted a zero-tolerance approach to the societal problems of domestic and sexual violence, working within communities and agencies to tackle the problems. Our people noticed we were noticing them. A virtuous circle had started.

In the 2020s our digital speed was ultrafast. Our programme of works across the city put in infrastructure so that, over the decade, around the city, in every public building, every train and bus, ultrafast Wi-Fi was available. Supporting the burgeoning digital media sector in the city brought new and novel entertainment opportunities into our parks and green spaces.



- A regional 'Bus Deal' will see a new delivery partnership between bus operators and local authorities supporting increase in bus usage
- Deliver a scheme to improve broadband access within social housing. Longer term this will result in everyone living in social housing having access to affordable and ultrafast broadband
- Extend the 'Bristol is Open' network into Knowle West Media Centre and Filwood Green Business Park to create a 'Smart City Testbed' to expand the city's work on digital applications and support employment in south Bristol

- Establish a world-leading test facility in Bristol for testing driverless vehicles in city environments
- Potential funding measures are identified to secure the money needed to build a new mass transit system to improve the movement of people across the city
- Start work on the final stages of the city centre bus lane network to increase the frequency of services on the core network and local routes

- Detailed technical design work begins on a new mass transit system to improve movement across the city
- Smart sensors on street lights are connected to the Bristol Operations Centre on 10% of Bristol's streets and are used to make streets safer and healthier for citizens
- Ultrafast broadband is installed in 97 public sector buildings (including schools) to improve services to communities

- 5G connectivity is commercially available across the city to support business productivity and enable the next generation of communication apps
- Bus usage increases as a result of the bus deal, with growing demand for public transport and this growth supporting investment into mass transit
- Enabling infrastructure work begins on a new rapid mass transit system to transform the movement of people across the city

- Anonymised data from mobile phones will be used to analyse walking patterns to support the targeted development of walking infrastructure
- BNET (a high quality fibre communications network) is expanded city-wide to support equal access to digital services and encourage digital companies into new areas of the city
- Community based campaigns and the success of the bus deal roll out, result in more under 25s using public transport, enabling easier access to education and employment

- Every business in Bristol can access Ultrafast broadband supporting productivity and digital innovation
- MetroWest phase one has been completed, improving rail usage in the city improving

- Establish an 'older people into work programme' to support people aged 65+ into work, social action and volunteering to tackle social isolation and age-related poverty
- An increase in business uptake of employer training programmes and Union Learn, the Trades Union Congress' learning and skills programme
- Develop and test an affordable childcare and nurseries scheme within three different neighbourhoods in the city

- Enable people in work, particularly women, to progress their careers through adapting the Ways To Work network
- Implement international exchanges with world leading partner cities to deliver Bristol's ambitions and raise its profile as a Global City
- Implement new initiatives to deliver reduced geographic inequality in unemployment rates between different neighbourhoods in the city

- Develop positive action programmes as Stepping Up and On-Board to increase representation from BAME communities in managerial positions, to better reflect city demographics
- Open Engine Shed 2 to provide a place which supports small and medium sized enterprises
- Reopen the music venue formerly known as Colston Hall after major refurbishment, as an accessible venue for all ages for arts and cultural activity

- All employers with 500+ staff take action to ensure that their working environments are supportive of the needs of LGBTQ+ staff
- Begin city-wide rollout of the affordable childcare and nurseries scheme
- Open Bristol University Temple Quarter Enterprise Campus to bring economic and social benefit to central Bristol east of Temple Meads

- Establish Bristol as a Living Wage City
- Implement a programme improving access to work for lone parents and others not in employment due to health and/or life circumstances
- Roll out a refreshed national and international campaign to increase tourism to Bristol and the region

- Encourage all Bristol businesses with 500+ employees to commit to achieving a local expression of the UN Sustainable Development Goals and publish data to support the development of a local SDG plan
- Improve wayfinding in the city centre and ensure that it is

- Establish 35 new Electric Vehicle charge points in Bristol
- Establish a long-term, flexible 'City Leap Energy Partnership' to strategically develop, co-ordinate, deliver and facilitate low carbon, smart energy infrastructure that supports Bristol on its pathway to carbon neutrality
- Public sector organisations in Bristol commit to over 30% of their fleet being non-fossil fuel by 2026

- Create a regional produce distribution hub to keep food miles low and make locally produced food accessible
- Ensure Bristol's food economy is well connected to community-based food tourism
- Ensure that 50% of all waste collected in the city is sent for reuse, recycling and composting

- Enable new developments to be run at carbon neutral levels due to local planning standards for energy efficiency
- Ensure Bristol is awarded a gold standard in the Sustainable Food City awards, with over 50% of food produced within the city region distributed locally
- Launch annual awards for the top 25 most socially responsible businesses

- Annual Mean Nitrogen Dioxide levels are under 40ug recorded at all locations in the city
- CO2 emissions in Bristol are reduced to fewer than 1500 tonnes
- Implement smart energy technology in over 50% of homes in Bristol to support the efficient use of energy, particularly from sustainable sources and contributing to ending fuel poverty

- Ensure that 20% of Bristol's taxi fleet and private hire fleet are in the Ultra Low Emissions Vehicle (ULEV) category
- First Ultra Low Emissions Vehicle (ULEV) Buses are introduced at scale across the Bristol bus network
- Introduce hydrogen refuelling stations for hydrogen powered vehicles in Bristol

- Ensure Bristol citizens and organisations have access to accurate and real time data on the state of the natural environment to inform their activities
- Ensure the majority of Bristol food

2019

2020

2021

2022

2023

2024

- Promote and facilitate a city-wide commitment to ending period poverty for girls and women
- Enable Bristol to achieve 'Age Friendly City' status from the World Health Organisation
- Ten organisations in Bristol (including the council) will have committed to tackling mental health stigma and discrimination through signing the Time to Change Employer Pledge

- At least 95% of Looked After Children have regular health assessments, reducing the rates of reported undernourishment and growth stunting
- Bristol is on the way to becoming an Adverse Childhood Experience (ACE) Aware city with 20% of the workforce trained in trauma informed practice
- Bristol suicide rate reduces by 10% to mirror the Department of Health national ambition

- Bristol's three integrated community healthcare 'localities' will work more closely together to enable people to stay healthy, well and independent in their communities
- Embed health outcomes in non-health policy by working systematically across the city to assess how current, and future, health and wellbeing is included in all key policies
- Inappropriate prescribing of antibiotics is reduced by 50% to ensure that they continue to have effect when they are needed

- Over 50% of fast food outlets in the city sell healthy alternatives in line with the Bristol Eating Better Awards
- Ensure all unpaid carers are identified, assessed, supported and valued in their caring role, recognised and respected as 'expert partners in care'
- Meet or exceed all national targets for vaccination uptake, preventing the spread of infection and reducing the incidence of communicable disease

- Align the Bristol health and care system using a population health management approach
- Reduce dental decay rates for five year olds to below the national average
- Take steps to ensure people living and working in Bristol will know and understand that there is a zero tolerance approach to domestic and sexual violence and abuse

- Encourage 50% of all businesses to commit to tackling mental health stigma and discrimination through signing the Time to Change Employer Pledge
- Ensure community led organisations play a significant

- A city-wide 'Housing First' programme is helping homeless people with complex needs and mental health issues to access support services and enter safer and more sustainable accommodation
- Actively identify those most at risk of being drawn into gang violence and knife crime, and work to offer safe routes out of gang behaviour
- The Mental Health and Housing Working Groups recommendations are embedded in Bristol housing and health policies to develop housing that improves mental health

- An updated community and cross-sector approach to tackle hate crime has been adopted across the city to help agencies coordinate prevention activities and reduce hate crime
- Begin on-site works for 1500 new homes at Hengrove Park, and complete the first phase of 350 new homes at Hartcliffe Campus
- The city is building a minimum of 2,000 homes per year (800 affordable)

- Adopt a refreshed Local Plan to confirm development policies and potential for future growth of homes and economy
- Programmes are in place to enable a 10% increase from 2018 in restorative justice interventions for crime, anti-social behaviour and bullying
- There are less than 150 households in temporary accommodation in Bristol, down from 517 in 2018

- Progress development opportunities at Bath Road (Brislington) St Phillips Marsh and Frome Gateway to provide new homes and employment potential
- Rough sleeping in Bristol has decreased by 50% since 2018
- There is an updated coordinated community and cross sector response to domestic and sexual violence for adults, children and young people

- Discretionary licencing in the private rented sector has expanded to over 5,500 more homes
- All neighbourhoods have a local community development plan which enables local areas to coordinate activities and people-power
- Interventions are developed and supported across different sectors to help reduce the number of first time entrants into the criminal justice system by 20%

- Fear of crime amongst older people in Bristol has reduced to be in line with the average for the whole city - so that older people no longer feel disproportionately victimised
- People in all communities in Bristol

- Bristol will have a network of 40 'Learning Ambassadors' who will promote the Learning City vision and support people with few or no qualifications to engage in learning opportunities
- Extend the city-wide WORKS programme connecting employers and schools, with particular focus on young women, care leavers and those with disabilities at risk of not being in education, employment or training
- The school attendance rate for Bristol schools is 96%

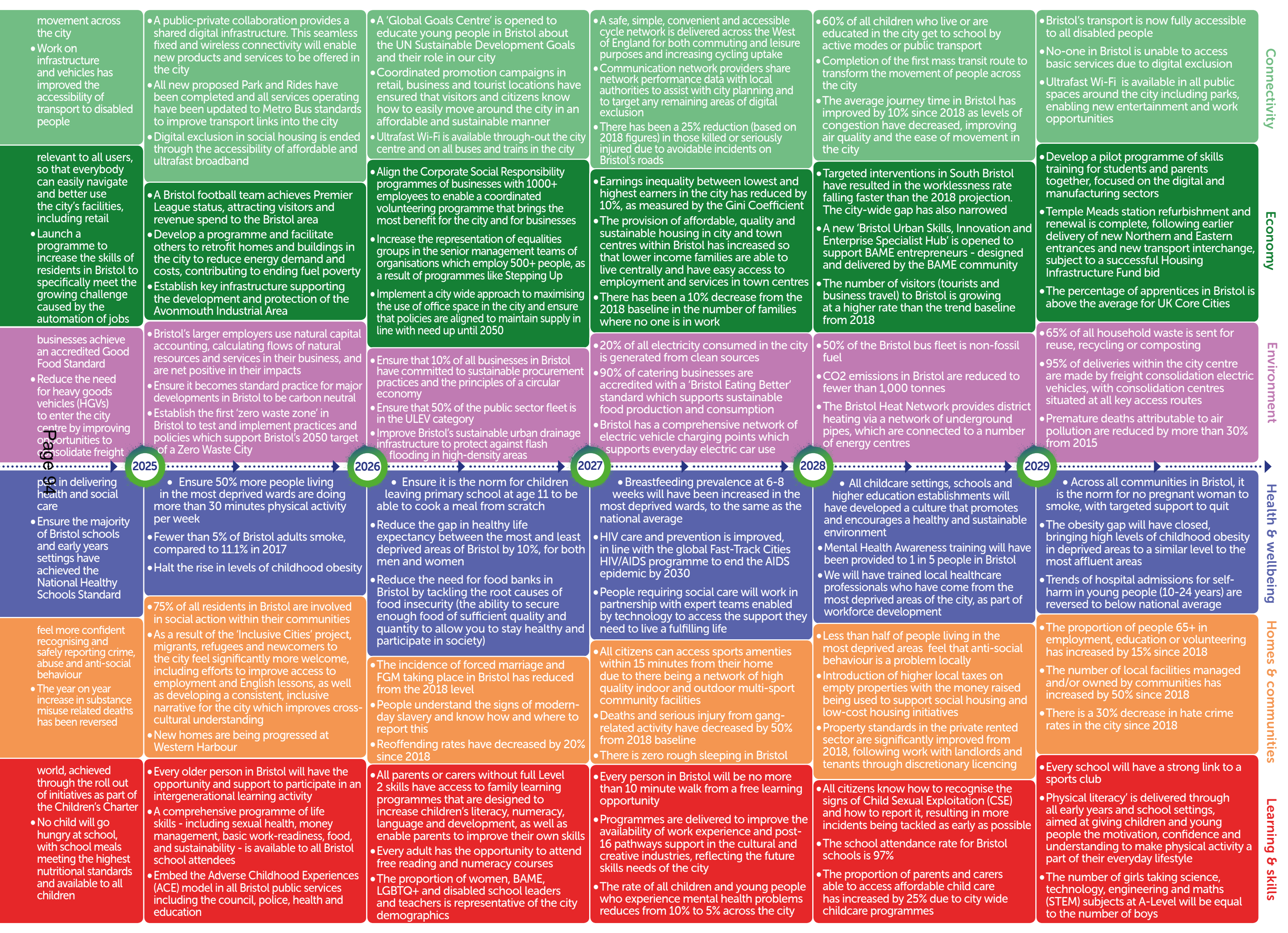
- All Bristol schools are good and above, as rated by Ofsted
- All young people in care and young carers will be given the opportunity to access a comprehensive programme of life skills - including sexual health, money management, basic work-readiness, food, and sustainability
- Bristol is a 'Reading City', building on Gothenburg's 'The City Where We Read to Our Children' project to encourage reading to and with children early in life

- Annual city-wide youth conferences engage young people with the development of strategic city programmes and the outcomes of these conferences are fully considered by civic and business leaders in the city
- Develop a new co-ordinated learning, employment and skills offer to adults to provide retraining and lifelong learning, with particular focus on disabled people and people with learning disabilities
- Ensure apprenticeships are a viable post-16 option for all young people, and have equal status with other learning and skills opportunities

- 100 Bristol companies will have pledged to provide quality work experience to children who traditionally have less access
- City-wide recruitment programmes are increasing the diversity of school teachers in the city
- Ensure all young people of school age have opportunities to take part in sport and physical activities suitable to their needs. This includes enrichment activities such as outward bounds courses, forest schools and cycling

- A 10% reduction in the gap between children in the most deprived areas and children in the rest of the city achieving a good level of development at early years foundation stage
- Each child has the opportunity to receive age-appropriate information on gender identity and sexual orientation regardless of how they may identify, including examples of positive LGBTQ+ role models
- Fixed term school exclusion rates will be in line with the 10% best performing local authorities

- Activities in school support Bristol to meet the UK Chief Medical Officer's guidelines for physical activity for children aged five to 18
- All children have the skills to thrive and to be safe in an ever changing digital



The health benefits of putting the human experience at the centre of city design and management were quickly realised. Bristol got to more destinations with zero emissions. Our strategy to eliminate fossil fuels from public sector fleet vehicles and public transport was implemented. Air pollution began to subside. By the end of the decade there were over 30% fewer premature deaths attributed to air pollution than in 2015.

The support of good infrastructure alone is not enough. Circles of friendships within and across communities flourished. Life skills tackling sexual health, money management, work preparedness, food and sustainability were taught at all our schools. The confidence of our children grew and the rate of young people experiencing mental health problems reduced from 10% to 5%.

By the end of the decade the people of Bristol had eschewed the label of polluters and conspicuous consumers. This was the decade we put paid to waste-making, pollution, arduous traffic jams and daily battles just to live. In our 2030 quality of life survey, Bristol residents had a 95% life satisfaction score. The solid foundation for the next decade was firmly in place.



“The transformation of our society is a project in which we all have a shared interest. Greater equality is the gateway to a society capable of improving the quality of life for all of us and an essential step in the development of a sustainable economic system.”

Richard Wilkinson and
Kate Pickett, *The Spirit Level*



An aerial photograph of a city, likely Cambridge, showing a dense urban landscape with a river (the River Cam) winding through it. A large, prominent cathedral (King's College Chapel) is visible in the lower-left quadrant. The text "One City Plan 2030 – 2039" is overlaid in large white font across the center of the image.

One City Plan 2030 – 2039

One City: 2030-2039

A decade of forging ahead with a universal approach to city living

The era of interconnectivity was underway and its benefits were undeniable. When electronic voting was introduced, the numbers of people involved in local decision-making in their neighbourhood increased. Restorative justice was increasingly used to tackle crime, anti-social behaviour and bullying. In this decade, all newly built homes were accessible and adaptable for independent living, local shops, streets and community spaces were made age-friendly and accessible; mass transit links throughout the city were completed. Social isolation drastically reduced.

The demise of our throwaway and consuming culture correlated with the rise of healthier spaces for our people and our biodiversity. We freed our society completely of single-use plastics. More and more public-sector vehicle fleets were powered on energies other than fossil fuel, and by the end of the decade over three-quarters of public-sector fleet vehicles were Ultra Low Emission.

Collectives and communities took advantage of spaces given over to allotments and city farms. Cultures united in celebration of the shared experience of self-sufficiency and producing sustenance. Sustainable and fair-trade food became central to our food economy. Our children left school knowing how to cook at least five meals from scratch, and they wanted to grow the ingredients they'd use.

Bristol was recognised globally as a city leading in dementia care. The stigma of mental health was tackled as we set our sights on being known as a mentally healthy city. As the inequalities in disadvantaged and diverse communities were addressed in schools, they were also addressed in the workplace. All organisations and businesses in the city signed-up to the Time to Change Employer Pledge. We de-stigmatised mental health and supported difference in our schools and in our places of work.

People from diverse backgrounds who, at one time, struggled to achieve their best within a systemically disadvantageous society became equals. The difference in unemployment rates between diversity groups including women, BAME, LGBTQ+ and disabled people within the city reduced. The rate of young people with mental health problems reduced from 5% to 2.5%. Towards the end of the decade, suicide rates reduced by 30% from the 2018 baseline. The culmination of seeing the value of togetherness and defeating divisiveness.

Continual inward investment created cycles of improvement: virtuous circles of ideas, enthusiasm, ability, reward and satisfaction. The skills to bring our ambition to fruition were home-grown. Further and higher education providers, industry and commerce were central to the Skills for the Future programme. Programmes were put in place to re-skill workers to support burgeoning use of electric vehicles, adaptation to automation and the demand for sustainable construction methods.



- Bristol is the UK's most digitally connected city and features in the Top 20 'Digital Innovation Centres' globally because citizens of all ages can benefit from digital services
- Completion of the second mass transit route to transform movement of people across the city
- People will routinely use digital technology to connect with health and social care services and a significant element of all health and care will be delivered through digital resources improving health outcomes

- All Bristol businesses with over 1000 employees support major upgrades to public transport through initiatives such as a local workplace parking levy/business rate
- Establish a not-for-profit platform to connect creative / technology driven start-ups with pre-seed investors, mentors and angel investors
- Travel training is provided for all school children across the city to support children to use active and sustainable transport across the city

- Significantly increase the proportion of residents who feel confident using the internet to connect with and keep in contact with friends and family
- There has been a 50% reduction (based on 2018 figures) in those killed or seriously injured due to avoidable incidents on Bristol's roads
- Trials are carried out to improve alternatives to car use on selected major transport corridors to better manage efficient and reliable movement of people

- 100% of public sector transaction services can be conducted online 24/7 improving citizens' ability to access services outside of traditional working hours
- Driverless vehicles are becoming common place in the city to improve sustainable and safe movement of people and goods
- The number of commuters using active modes of transport (walking, cycling etc.) to get to work has increased by 15% since 2018

- Completion of all four mass transit links to Bristol Airport, North Fringe, East Fringe, Bristol to Bath to transform movement of people across the city
- The average journey time in Bristol has improved by 15% since 2018 as levels of congestion have decreased, improving air quality and the ease of movement in the city
- The proportion of passenger numbers on public transport has continued to increase year on year

- The five year survival rates for new businesses has increased by 2% above 2018 rate
- The proportion of women, BAME, LGBTQ+ and disabled staff employed by public sector agencies reflects the diversity of the city's working age population
- The proportion of local procurement by local public sector organisations is 60%

- A formal partnership between schools, colleges, universities and the business community is proven to support better practical careers advice
- A Local Retraining Scheme for construction is up and running, enabling workers to adapt to the demand for sustainable construction skills such as retrofitting for energy efficiency
- An investment fund is launched to support businesses to access grow-on space

- All Bristol employers who have more than 50 staff have an apprentice
- Electronic voting is the primary method for voting in all local elections, including youth elections
- The employment rate for residents living in south Bristol has increased to within 5% of the employment rate for the city as a whole

- Bristol is recognised as a world leading international trade and investment hub with links to US, China, India, South East Asia and through its active community and business heritage links including Somalia, India and Poland
- Local procurement policies have expanded beyond the public sector, to include criteria related to inequalities, sustainability and health
- New high tech development opens in Hartcliffe, increasing job opportunities in the area

- Access to cultural activities is available throughout all neighbourhoods in the city
- Develop a digital networking platform across city agencies to encourage collaboration between staff and across disciplines and agencies
- The overall employment rate of Bristol's working age population is increased to 82%, up from 77% in 2018

- Bristol has achieved the World Health Organisation (WHO) targets for air quality
- Every public building in the city meets the highest standard of energy efficiency
- It is standard practice that major developments in Bristol are net carbon negative and smart-energy-enabled

- 75% of domestic homes in Bristol are insulated to a high standard (C+), reducing the energy needed to heat homes
- 80% of electricity consumed in the city is generated from clean sources
- Ensure that 75% of Bristol's taxi fleet and private hire fleet are in the ULEV category

- 100% of Bristol City Council housing stock homes are rated as high energy performance (C+)
- Data on all sources of energy generation will be shareable so consumers are better informed about the source of their energy use
- Supermarkets are stocked with more local produce to reduce food miles and improve local food resilience

- Annual Mean Nitrogen Dioxide levels are under 30ug recorded at all locations in the city
- Ensure that 25% of all cars in the city are in the ULEV category
- Local, regional, sustainable and fair trade is an integral part of Bristol's food environment

- A city-wide programme is in place to ensure all transport in Bristol is zero carbon at the point of use by 2040
- Domestic energy consumption data is shared openly with local authorities, as reported by connected applications
- Smart bins are common place and accurately track the amount of food waste collected from domestic and commercial premises



- All Bristol parents and children are aware of the future impact of Adverse Childhood Experiences (ACE) on their health and wellbeing
- Bristol residents will have a 95% life satisfaction score, as measured in the Quality of Life Survey
- Bristol will be the most active Core City in the country, with at least 65% of people in all parts of the city achieving the recommended amount of physical activity

- Bristol will be recognised as a leading city for dementia care
- Everyone has access to affordable fresh food within a 10 minute walk from their home
- People living in the 10% most deprived areas of Bristol will be as satisfied with where they live and the quality of parks and green spaces, as people living in the most affluent areas of the city

- Bristol will be leaders in tuberculosis (TB) control with a year-on-year decrease in incidence and improved treatment completion rates
- Less than 5% of the total population are smokers
- Permanent admissions to residential and nursing care are halved from 2018/19 levels

- All organisations and businesses in Bristol are committed to tackling mental health stigma and discrimination through signing the Time to Change Employer Pledge
- Bristol will be a city where people are a healthy weight, with an environment that makes healthy choices available, accessible and affordable for everyone
- Child poverty rates will be reduced from 23.2% to below 18%

- Alcohol related harm in the population will be significantly reduced, as measured by alcohol related hospital admissions
- Bristol will be a city where it is easy for people to stay active as part of their everyday life, with segregated cycle paths that enable children to learn to cycle safely
- There will have been a shift in the balance of power, so the voices of all citizens are heard

- 20,000 new homes have been built (8,000 affordable) since 2020
- Bristol is a city free of FGM and forced marriage
- Nobody in Bristol will suffer from a cold home due to fuel poverty and/or inability to have the necessary insulation and heating

- Every neighbourhood in Bristol has a thriving and sustainable community anchor organisation
- Reoffending rates have reduced by 50% since 2018
- There is a significant reduction in the disproportionate likelihood of people from black and ethnic minority (BAME) backgrounds being stopped and searched

- Less than 50 households are in temporary accommodation in Bristol, down from 517 in 2018
- Local shops, streets and community spaces are 'age friendly' and accessible to all
- The number of people in Bristol experiencing social isolation has fallen by 30% since 2018 with people knowing where in their community they can connect with people, opportunities and jobs

- City sports facilities are internationally recognised and capable of hosting international events raising Bristol's profile and bringing associated economic benefits
- There is a 10% increase (since 2018) in numbers of Community Interest Companies in each local neighbourhood
- Trust in the police amongst BAME communities has improved as evidenced by local surveys and community outreach programmes

- Local policy supports housing design features which create a healthy environment that promotes wellbeing. This is now a standard requirement within all housing developments
- The number of citizens feeling involved in decision making in their neighbourhoods has increased by 20%
- The number of first time entrants into the criminal justice system has decreased by 40% since 2018

- 60% turnout is achieved for the Bristol Youth Vote for all 11-18 year olds, up from 40% in 2018
- No adolescents (aged 13-17) need to enter care due to abuse or exploitation
- The number of 17 - 21 year old care-leavers in education, employment or training has increased by 30%

- For one week a year civic and business leaders in the city are shadowed by young people from different neighbourhoods via a citywide initiative to help them gain an insight into city and business leadership on a day-to-day basis
- A 30% reduction in the gap between children in the most deprived areas and children in the rest of the city achieving a good level of development at early years foundation stage
- All adults have support available to achieve the equivalent of Level 2 literacy and numeracy skills

- 200 Bristol companies will have pledged to provide quality work experience to children who traditionally have less access to such opportunities
- 50% of schools will have spaces which double as community resource, for example offering out of hours adult education, advice and support, or use of outdoor space
- All adults have the opportunity to access support to learn digital skills for life and work

- 60% of young people are involved in extra-curricular activities with their communities, including youth clubs, Guides and Scouts associations
- All communities in Bristol are able to participate in the development and delivery of city-wide and local learning and skills programmes
- Bristol schools have fully implemented a 'no exclusion' policy

- Accredited, online, modular education courses will be available to everyone in the city
- All children with behavioural problems will have the necessary support in place as early as possible, through earlier assessment and intervention
- Bristol schools support the move towards a local curriculum, based on the 'Curriculum for Life', ensuring children and young people are taught a wide range of life skills

- Bristol starts trialling 6G to provide near instant, unlimited wireless connectivity to empower citizens to utilise next generation digital applications for work, entertainment and healthy living
- Everyone in Bristol has access to digital applications for medical, social care and other service provision improving equal access to services and information improving health outcomes
- Virtual and augmented reality applications contribute to a reduction in the need to travel for work, entertainment and social activities

- All public services make use of city-wide digital platforms which enable better sharing of information between organisations and quicker service improvements resulting in better outcomes for citizens
- Citizens have control over their personal data and access to 'data trusts' enabling them to share their data and support the development of improved city services
- Older people in Bristol have access to all available forms of public transport and are confident in getting around the city

- Electric bikes are commonplace across the city and are free for use by people delivering community services
- The average journey time in Bristol has improved by 15% since 2018 demonstrating that levels of congestion have decreased improving air quality and the ease of movement in the city
- The city centre is less negatively affected by traffic and pollution reflecting increased usage of public transport and other modes of transport

- 100% of freight deliveries within the city centre are made by electric vehicles, with consolidation centres situated at all key access routes to the city centre
- There has been a 75% reduction (based on 2018 figures) in those killed or seriously injured due to avoidable incidents on Bristol's roads
- Trials to improve alternatives to car use are expanded onto more major transport corridors to better manage efficient and reliable movement of people

- City waterways and rivers are being better utilised for sustainable and healthy methods of travelling across the city
- The proportion of passenger numbers on public transport have continued to increase year on year
- Transformational use and growth in public transport as a result of the bus deal and delivery of Mass Transit

- All young people in Bristol have the same access and opportunities to higher education, in particular with university rates among young people in south Bristol matching levels within other areas of Bristol
- Earnings inequality between lowest and highest earners in the city has reduced by 30%, as measured by the Gini Coefficient
- The difference in unemployment rates between diversity groups including women, BAME, LGBTQ+ and disabled people within the city continues to decrease

- Bristol has the highest number of multi-national HQs among UK cities of its size
- Investment in the city is promoted, with local people and businesses investing in Bristol. Peer to peer lending, crowd funding and credit unions are encouraged
- The number of start-ups in Bristol has increased by 5% on the 2018 rate

- All council-funded and community-led programmes commit to ring-fencing 5% of funding to project evaluation, to understand the impacts on communities
- Bristol is recognised as an international business events and convention hub and a globally recognised food and drink destination
- There is an increased role for civic enterprises delivering social value across the city

- Flourishing enterprise zones are attracting significant investment, creating high quality jobs and raising business rates revenue
- Sickness rates within the workplace will have fallen to below the national rate and the lowest among UK Core Cities
- The number of visitors (tourists and business travel) to Bristol is growing at a higher rate than the trend baseline from 2028

- The proportion of older people (65+) in employment, education or volunteering has increased by 30% since 2018
- Bristol has a high proportion of exhibitions and projects of national and international significance compared to peer cities - including a cultural programme that celebrates the whole city and is representative of its diversity and history
- The city has an internationally-renowned professional sports scene

- Ensure that 75% of the public sector fleet are in the ULEV category
- The city is free from single-use plastic
- Tree canopy cover has increased by a quarter since 2018

- All new developments achieve the highest standards of design for wildlife, water and well-being
- Everyone has access to excellent quality green space within a 10-minute walk from their home
- The majority of new buildings and infrastructure will have green living roofs and make a positive contribution to the local environment

- A city-wide programme is in place to achieve zero residual household waste by 2050, including measurements of material flow in and out of the city showing consumption and production
- New communities are integrated with land which is reserved for local food production via allotments and city farms, such as 'Tiny House Bristol' model
- Wildlife is significantly more abundant than 2018

- Nobody in Bristol thinks that litter is a problem in their community
- Rain water is recycled on properties across the city
- Zero waste shops are commonplace on the high street

- 100% of electricity consumed in the city is generated from clean sources
- 80% of all household waste is sent for reuse, recycling and composting
- CO2 emissions in Bristol are reduced to fewer than 500 tonnes

- Healthcare for people with learning disabilities is equally accessible and effective as for the wider population
- Personalised medicine, through the use of genomics, will have changed the diagnosis and management of complex and rare diseases, including cancers, moving away from a 'one size fits all' approach
- The population of Bristol living in the most deprived wards will be reduced from 16% in 2018 to less than 10%

- All young carers will be identified, assessed and supported in their role as a carer, taking a 'whole family approach' to reduce the impact on their own health and wellbeing
- Bristol's infant mortality rate will be better than the national average
- The numbers of children and young people taken into care or on a Child Protection Plan due to neglect is significantly reduced

- 98% of all Adult Social Care service users feel they have control over their daily lives, up from 82% in 2018
- People feel empowered to talk about their own mental health and wellbeing and are able to access support where necessary
- Suicide rates will have reduced by 30% from the 2018 baseline

- Hospital admissions from people in the most deprived areas for long term conditions such as diabetes and respiratory disease will be halved from the 2018 level
- Inequalities in mental health problems for BAME communities are no longer disproportionate compared to the city as a whole
- The gap in healthy life expectancy between the most and least deprived areas of Bristol will have been reduced by 20%

- Bristol's suicide rate will have reduced by 50% from the 2018 baseline
- Rates of Type 2 diabetes will have more than halved from 2018 rates
- The rate of fuel poverty in Bristol will have been halved from 12.9% in 2018 to 6.45%

- As a result of education and awareness-raising, teenage pregnancy rates are the lowest of all comparable cities in the UK
- Restorative justice is now used as an intervention in a minimum of 10% of offences of crime, ASB and bullying
- The empty property rate in Bristol has reduced by 25% helping to increase the supply of available housing in the city

- 33,500 new homes have been built since 2020
- Local measures are in place to tackle land banking in Bristol to help increase the supply of land for housing and business development
- The number of substance misuse related deaths has reduced by 25% since 2018

- All new homes being built in the city are fully accessible and adaptable to enable independent living and support to retro-fit older homes is easily accessible
- The average waiting time for social housing has decreased by 30% from 2018
- The number of people in Bristol experiencing social isolation has fallen by 50% since 2018 with citizens knowing where in their community they can be connected to people, opportunities and jobs, so everyone is able to have a sense of connection

- The percentage of people who volunteer or who help out in their community at least three times a year has increased to 80% (68% in 18/19)
- Intergenerational community activity is commonplace in all neighbourhoods
- Regular contact from a network of community contacts will ensure no carer, lone parent, older or disabled person will be lonely in the city

- Less than a third of people living in the most deprived areas feel that anti-social behaviour is a problem locally
- There are increased options for communal housing so families and communities can choose to live in different and more sustainable ways
- There has been a 60% decrease in hate crime rates in the city since 2018

- All students leaving secondary school will be able to cook at least five meals from scratch
- Free, good quality pre-school education is available for all
- A comprehensive student exchange programme will link young people from Bristol with our twinned cities and towns, and vice versa

- All employers will work to ensure that staff are well trained to prepare for relevant changes in future work practices, including IT and AI literacy
- Every citizen in Bristol will have the opportunity to learn something new to improve their health and wellbeing
- Through focussed work in particular with care leavers and traditionally excluded groups, Bristol will now be a city where no young people (aged 15-24 years) are involuntarily not in education, employment or training (NEET)

- All older people and disabled people will be provided with clear pathways back into employment or training, to support them to live well for longer
- Targeted adult learning courses will provide full learner access, meaning that nobody is prevented from learning due to costs or barriers such as childcare and transport
- The rate of all children and young people who experience mental health problems reduces from 5% to 2.5%

- 100% of school buildings are insulated to a high standard which means that energy used to heat buildings has been reduced
- The proportion of parents and carers able to access affordable childcare has increased by 50% due to city-wide childcare programmes
- The school attendance rate for Bristol schools is 98%

- 75% reduction in the gap in levels of development at early years between children who live in the most deprived areas of Bristol
- All young people aged 16-17 living in Bristol will have a clear learning, employment and skills pathway
- Virtual reality and augmented reality technology will enable lifelong learning, for career and personal development

2036

2037

2038

2039

Connectivity

Economy

Environment

Health & wellbeing

Homes & communities

Learning & skills

Our innovative approach to investing in infrastructure and business growth gave rise to peer-to-peer lending, crowd funding, and credit unions. People could literally invest in the city – financing great ideas that would otherwise be postponed or, worse, abandoned.

By the end of the decade, Bristol was a brighter city. Green spaces were cleaner; the soil and the air were cleaner; we had made significant progress in our NHS services which match the levels of the best performing health economies. By 2041 Bristol would be in the Top 100 Best Digitally Connected Cities globally. Bristol was 'can-do'.



“ For the first time in history, the basic unit of economic organisation is not a subject, be it the individual (such as the entrepreneur, or the entrepreneurial family) or collective (such as the capitalist class, the corporation, the state)... The unit is the network, made up of a variety of subjects and organisations, relentlessly modified as networks adapt to supportive environments and market structures. ”

Manuel Castelle,
The rise of the Network Society





One City Plan 2040 – 2050

One City: 2040-2050

A decade of inclusivity, fairness and sustainability in a world class city that is influencing on the global stage

By 2050 Bristol has asserted itself on the world stage. Pride in ourselves and what we have achieved is evident in all we do. By 2050 our leaders are as ethnically and culturally diverse as our city, and our thematic city boards are representative of the diversity of Bristol communities as standard. By 2050 we cast no doubt that Bristol is a global destination city.

Previously under-represented communities affirm themselves in city decision-making. People maligned in the last century are people who now play lead roles in our communities without fear of prejudice, bias or discrimination, whether overt or unconscious.

In this decade, self-care and self-respect was measurably improved. As food production in the city became more widespread and the high streets had more venues promoting healthy lifestyles and wellbeing, the biggest contributors to early deaths and disability – diet, smoking and obesity – declined. Fewer than 3% of the population smoked. There is virtually no childhood obesity. Substance-abuse related deaths had declined, and compared with 2018 figures, there were over 50% fewer suicides.

We pointedly developed an economy with an emphasis on secure, rewarding work and a fair wage for all abilities. A policy of intrapreneurship within public service served to generate ideas from within our existing pool of capable employees, and also to attract new talent to the public sector. We invested in platforms for businesses and staff to meet, share ideas and innovate in productive and supportive environments – both physical and through virtual networks.

We supported structured, three-way mentoring programmes between schools, businesses and our third-sector voluntary and community groups. We saw sickness rates within the workplace fall to below the national rate and there was no persistent worklessness or economic exclusion.

Environmental trends established in the 2020s and 2030s continued into the 2040s until our targets were met. By the middle of the decade 95% of all energy consumed in the city was generated by clean sources and all homes were supplied with renewable energy. Our rivers, waterways and our harbour were clean and protected from pollution, achieving the highest standards of biodiversity and cleanliness. The tree canopy had doubled. Biodiversity and wildlife found within the city had vastly increased. Bristol was a carbon-neutral, zero-waste city with nitrogen dioxide levels similar to those found in rural areas in 2018.



Connectivity

- All neighbourhoods in Bristol have key services and facilities that are easily accessible on foot or cycle and are well connected by reliable public transport to wider opportunities
- Everyone in the city is able to access a transport link within a 10 minute walk of their home
- There will be zero people killed or seriously injured due to avoidable incidents on Bristol's roads

- Bristol is in the Top 100 'Best Digitally Connected Cities' globally
- Public transport growth drives a 25% increase in the usage of the city waterways and rivers for commuting in the city
- No older people in Bristol are digitally excluded, but make use of digital technologies, activities and information to support healthy, happy lives

- Dense sensor networks provide real-time data to support real time and predictive and automated management of city services
- Health and wellbeing outcomes are supported by the use of 'big data' technologies with Artificial Intelligence used to support research and analysis
- Two thirds of all people cycle in Bristol at least once a month

- All public transport in Bristol is carbon neutral
- Infrastructure is completed to ensure fast and sustainable access from Bristol to major road and rail networks across the South West
- The number of commuters using active models of transport (walking, cycling etc) to get to work has increased by 25% since 2018

- All public transport in Bristol is carbon neutral
- Infrastructure is completed to ensure fast and sustainable access from Bristol to major road and rail networks across the South West
- The number of commuters using active models of transport (walking, cycling etc) to get to work has increased by 25% since 2018

- A high speed and high frequency rail link between Bristol and Cardiff further enhances the South West economic region
- Bristol road networks deliver predictable road journey times that are better or

Economy

- The Bristol economy has grown to £20bn annual Gross Value Added (GVA), up from £14bn in 2016
- The proportion of women, BAME, LGBTQ+ and disabled staff employed by all sectors fully reflects the diversity of the city at all levels
- There is no gender pay gap in Bristol, across all employment sectors

- Deliver an age-friendly city mentoring programme, and reverse-mentorship programmes within businesses and community groups
- Leadership roles across the public, private and voluntary sectors fully reflect the diversity of the Bristol population
- The overall employment rate in Bristol will be 85%

- Ensure new city centre development covers an appropriate mix of different use types to suit sectors looking for city centre locations
- The earnings potential for families will not depend on where they live in the city
- The employment rate for residents living in south Bristol matches the employment rate for the city as a whole

- All schools in Bristol participate in the Global Goals Centre, to support pupils to become globally responsible and connected citizens
- Bristol to be a hub of Modern Methods of construction and off site manufacture
- Work towards a single standard of viability assessments in developments across the city region, and ensure transparency in the process

- A more entrepreneurial approach will be embedded in the public sector, improving public services and attracting new talent
- Advanced digital solutions are used to proactively match job seekers with relevant employment and skills opportunities as soon as individuals are involuntarily not in education or employment
- Bristol has established and sustainable long-haul air links with key overseas markets, including US, Middle East and Far East

- Bristol's productivity is the highest in Europe compared to cities of a similar size
- The use of high interest, short-term 'payday loans' has reduced by 50% since 2018

Environment

- 75% of licenced local food retailers use short distance low-carbon supply chains
- Ensure that 50% of all cars in the city are in the ULEV category
- Food waste from retail and commercial premises has been reduced by 70%

- All schools in Bristol offer pupils the opportunity to experience daily outdoor play and learning in a natural setting
- Bristol rivers, waterways and harbour have excellent water quality
- Premature deaths attributable to air pollution are reduced by more than 70% from 2015

- 95% of all energy (power, heat and transport) consumed in the city is generated from clean sources
- All schools will produce and grow food for their own use
- Solar panels are commonplace on buildings with large roof spaces across Bristol

- 60% of all journeys are made by active modes which include walking or cycling
- Next generation wind power generators have been built on suitable sites across the city region
- Sustainable urban drainage will span the city and reduce likelihood of localised flooding during wet weather

- Household water consumption has fallen by 10% on 2018 levels
- The abundance of wildlife has doubled compared to 2018 levels
- There is a significant increase in the number of city farms producing food for local markets and communities

- All energy to heat homes in Bristol is obtained from zero carbon sources and 100% of homes are supplied with renewable energy

Health & wellbeing

- 15% of Bristol's annual fruit and vegetable supply comes from a network of market gardens and farms within the city
- As we eradicate Adverse Childhood Experiences (ACE), we see a reduction in children's need for specialist services
- There will be no wards in Bristol that fall into the most deprived 10% in England (currently Hartcliffe, Filwood and Lawrence Hill)

- Dietary risks, tobacco and obesity will no longer be the biggest lifestyle contributors to early death and disability
- The incidence of substance misuse will be significantly reduced
- The variation across the city in access and outcomes from NHS services will be significantly reduced, matching the levels of the best performing health economies

- Inequalities in early cancer diagnosis will have been significantly reduced
- Rates of sexually transmitted infections are reduced as people are able to make informed and responsible choices about relationships and sex
- There are virtually no five year olds with any decayed, missing or filled teeth

- Businesses selling fresh produce will be available throughout the city and all food businesses and take away facilities will be engaged in making the city healthy and well
- No individuals will leave hospital and be determined as homeless on the day of discharge
- To ensure that antibiotics continue to have effect when they are needed, inappropriate prescribing will have been reduced by 80%

- 100% of schools will be part of the wider community and their buildings will be open for the community to use effectively
- The strong and persistent link between social inequalities and disparities in health outcomes will have been addressed as recommended by the Marmot Review 2010
- All older people will have the opportunity to be able to enjoy healthy lives, feeling safe at home and connected to their community

- Bristol will have a resilient and thriving primary care sector which provides access to high quality care 24 hours, 7 days per week
- Household debt has reduced by 50% since 2018

Homes & communities

- 40,000 new homes have been built (16,000 affordable) since 2020
- The fear of crime in the city has fallen by 60% since 2018 baseline
- The number of local facilities managed and/or owned by communities has increased by 100% since 2018

- There have been zero deaths and serious injuries from gang-related activity
- Over 90% of people rate "overall satisfaction with your current accommodation" as good
- Social housing and affordable housing is now 30% of the city's housing stock

- 80% of 15 year olds report a positive satisfaction with life score (56% in 2015)
- Bristol hosts the Commonwealth Games
- Digital technology enables all online information provided by public sector organisations to be automatically converted into accessible formats as standard

- Less than 15 households are in temporary accommodation in Bristol, down from 517 in 2018
- The number of first time entrants into the criminal justice system has reduced by 60% since 2018
- The number of people aged 65+ who are permanently admitted to residential and nursing care has reduced by 80% since 2018

- Bristol has the lowest homelessness rate for any city of its size in the UK
- The number of citizens feeling involved in decision making in their neighbourhoods has increased by 40%
- The number of substance misuse related deaths has reduced by 50% since 2018

- Empty property rate in Bristol has reduced by 50% since 2018
- Reoffending rates have decreased by 50% since 2018

Learning & skills

- 100% of schools will provide facilities for out of hours adult education
- Every child who is educated in Bristol will be given equal opportunity of paid employment in the city irrespective of the neighbourhood they grew up in or any protected characteristics (such as race, religion or belief, disability, sex, sexual orientation or gender reassignment)
- The educational attainment gap is not linked to protected characteristics

- All Bristol school curriculums include modules which explore the cultural diversity and history of Bristol's communities
- Launch a revised Skills for the Future programme that builds upon developments and changes in the economy in the 2020s/30s and is geared towards future proofing the city's workforce
- The illiteracy rate in the city among reading aged adults has fallen to zero

- Every school has a teacher and student exchange programme with schools in developing countries
- As a result of 'physical literacy' in early years and school settings, all Bristol children and young people are able to make physical activity, appropriate to their capabilities, part of their everyday lifestyle
- Through the work of the Learning City, teaching is seen as a highly valuable, attractive and diverse profession, with an increase in recruitment of physics and modern languages teachers in particular, and increased retention of experienced teachers and senior leaders

- 400 Bristol companies will have pledged to provide quality work experience to children who traditionally have less access
- All Bristol children consider themselves as global citizens, using their international links to connect Bristol to the world
- Bristol universities are active community learning hubs for people of all ages and backgrounds

- 80% turnout is achieved for the Bristol Youth Vote for all 11-18 year olds, up from 40% in 2018
- Bristol is now sustaining world-leading research on scale through Specialist Research Institutes established by its universities in the 2020s
- The city's apprenticeship scheme is relaunched to reflect the future needs of the city's skill market and responds to known areas of under-representation

- All family members of working age have access to information, advice and guidance about education, employment and volunteering



<ul style="list-style-type: none"> the same as the top performing cities in Europe For those who have to use motorised vehicles changing to electric vehicles is affordable and convenient 	<ul style="list-style-type: none"> Delivery drones are common place and support efficient commercial and domestic delivery logistics Driverless vehicles span the city and their use for freight and private hire has improved the efficient flow of people and goods Immersive realities are common place in both home and working environments eg Virtual Reality & Augmented Reality 	<ul style="list-style-type: none"> Bristol and the wider region is hyper connected with gigabit technology Digital health care services are the primary support mechanism for Bristol's ageing population reducing the need to travel to access services Integrated green infrastructure will span the city 	<ul style="list-style-type: none"> Bristol is well placed to capitalise on the latest developments in sustainable mass transit technology to continue to develop the range of transport options available to citizens Transport poverty is no longer an issue for citizens in Bristol Travel by the city's waterways and rivers is viewed as the norm and contributes to healthy outcomes for citizens 	<ul style="list-style-type: none"> Bristol has world-class urban communication infrastructure and services Everyone in the city is able to access a transport link within a five minute walk of their home Technology is used to maximise productivity in the home and the workplace to enable people to be have as much time as possible to engage in social and/or physical activity to the benefit of their physical and mental health and feeling of belonging 	<p>Bristol is well-connected with transport that is efficient, sustainable, inclusive and accessible; supporting vibrant independent local neighbourhoods and a thriving city centre</p>	Connectivity
<ul style="list-style-type: none"> No 'pay gaps' will exist based on who you are or where you come from 	<ul style="list-style-type: none"> Business rate policies have been fully devolved and rates are locally controlled The number of start-ups in Bristol increased by 10% from 2018 All civic, education and business leaders commit to spending a total of one week every year experiencing their services from their customer and employees' point of view 	<ul style="list-style-type: none"> Earnings inequality between lowest and highest earners in the city has reduced by 50%, as measured by the Gini Coefficient The density of residential housing in urban centres has increased by 25% The overall employment rate of Bristol's working age population is 87.5%, up from 77% in 2018 	<ul style="list-style-type: none"> 100% of young people under the age of 18 have been able to access meaningful work experience that has helped them prepare for future employment and/or learning The number of visitors (tourists and business travel) to Bristol is growing at a higher rate than the trend baseline from 2038 Unemployment in the city has been reduced to 2% 	<ul style="list-style-type: none"> Bristol is a city with no persistent worklessness and economic exclusion Bristol will be a city that provides secure, rewarding work and a fair wage for all ages and abilities Bristol has delivered on One City Plan objectives through its international exchanges with world leading partner cities from across the globe 	<p>Everyone in Bristol can contribute to a sustainable, inclusive and growing economy from which everyone benefits</p>	Economy
<ul style="list-style-type: none"> Annual Mean Nitrogen Dioxide levels are under 15ug recorded at all locations in the city Tree canopy cover has doubled since 2018 	<ul style="list-style-type: none"> 75% of non-domestic buildings are insulated to a high standard, reducing the energy needed for heating The long term decline in the number of bees and pollinating insects has been reversed following identification and protection of key populations and habitats The proportion of residents who visit Bristol's parks and green spaces at least once a week has increased to 80% from 56% in 2018 	<ul style="list-style-type: none"> 90% of all household waste is sent for reuse, recycling and composting Ensure that 100% of all cars in the city are in the ULEV category Key commercial areas of the city are designated 'zero waste zones' 	<ul style="list-style-type: none"> 100% of all suitable council owned land is now used for local food production 75% of businesses in the city commit to the principles of a circular economy and sustainable procurement CO2 emissions in Bristol are reduced to fewer than 100 tonnes 	<ul style="list-style-type: none"> Annual Mean Nitrogen Dioxide levels are under 10ug, similar to the rural background Bristol is a Zero Waste City and Carbon Neutral City There has been a sustained increase in public engagement with biodiversity, with conservation volunteering and pro-environmental behaviours widespread 	<p>Bristol is a sustainable city, with a low impact on our planet and a healthy environment for all</p>	Environment
<ul style="list-style-type: none"> We will have significantly reduced the gap in healthy life expectancy between the most deprived and most affluent areas in Bristol 	<ul style="list-style-type: none"> All people living in the city will have the chance to live a healthy and fulfilling life Every high street in Bristol will be thriving and be actively promoting health and wellbeing Fewer than 3% of people in the city smoke 	<ul style="list-style-type: none"> Child poverty rates have reduced to less than 10% Hospital admissions from people in the most deprived areas for long term conditions such as diabetes and respiratory disease will be at a third of the 2018 level Premature deaths and hospital admissions attributable to air pollution will be significantly reduced 	<ul style="list-style-type: none"> Bristol is a suicide safe city, with rates reduced by over half since 2018 Children in Bristol grow to be healthy and happy adults, experiencing fewer than four Adverse Childhood Experiences (ACE) Preventable mortality will have reduced to half its 2014-16 rate of 672 deaths per year 	<ul style="list-style-type: none"> Bristol will be a city free from domestic abuse and gender inequality Mental health stigma and discrimination has been virtually eradicated There is virtually no childhood obesity in the city 	<p>Everyone in Bristol will have the opportunity to live a life in which they are mentally and physically healthy</p>	Health & wellbeing
<ul style="list-style-type: none"> Older people in Bristol have affordable and easy access to appropriate health, social care and well being services within their communities 	<ul style="list-style-type: none"> Bristol is a city of no social isolation and loneliness is no longer a systemic challenge in the city The average waiting time for social housing has decreased by 40% from 2018 The percentage of people who volunteer or who help out in their community at least three times a year has increased to 90% (68% in 18/19) 	<ul style="list-style-type: none"> All Bristol communities are free from prejudice and hate crime Less than a tenth of people living in the most deprived areas feel that anti-social behaviour is a problem locally The proportion of older people (65+) in employment, education or volunteering has increased by 50% since 2018 	<ul style="list-style-type: none"> All Bristol's parks and open spaces are routinely used by community organisations for mental and physical health benefits Fear of crime has fallen by 80% since 2018 The city is fully resilient and able to respond to rising water levels and localised flood risks 	<ul style="list-style-type: none"> 60,000 New Homes built (24,000 affordable) since 2020 Everyone in Bristol feels that they belong; as an inclusive city, settled communities and newcomers alike feel a common purpose, and a shared understanding of each other, with community tensions drastically reduced Everyone in Bristol can play an active part in a powerful, connected and inclusive neighbourhood 	<p>Everyone in Bristol lives in a home that meets their needs within a thriving and safe community</p>	Homes & communities
<ul style="list-style-type: none"> Bristol has one of the best early years education systems in the UK The Bristol population is in the top five for PhD student numbers in Europe 	<ul style="list-style-type: none"> Bristol has successfully worked with national government to achieve 'votes for 16 year olds' in Bristol Global citizenship education is mandatory for all secondary school children, including sustainable development, gender equality and human rights Structured mentoring programmes exist for all students with businesses and the charity, voluntary and community sector 	<ul style="list-style-type: none"> Attainment 8* scores, which measure a student's average grade across eight subjects, will be in the top quartile of national performance for all schools and groups of students Bristol is widely recognised as the most creative city in the UK Children's access to learning, and their attainment potential, are not determined by where they live in the city 	<ul style="list-style-type: none"> 80% of young people are involved in extra-curricular activities with their communities, including youth clubs, Guides and Scouts associations All parents and carers are able to access affordable childcare across the city, five days a week if required Children educated in Bristol have the same chance of obtaining high skilled employment in the city as those educated elsewhere 	<ul style="list-style-type: none"> Bristol is a city free from Child Sexual Exploitation (CSE) The school attendance rate for Bristol schools is 99% Everybody living in Bristol will have a clear learning, employment and skills pathway 	<p>Every child in Bristol has the best possible start in life, gaining the support and skills they need to prosper in adulthood</p>	Learning & skills



By 2050, our productivity is the highest in Europe compared to cities of a similar size. We give our children the best start in life, gaining the support and skills they need to thrive and prosper into adulthood. We have sustainable transport that doesn't pollute the city, we have world-class urban communications and services. Commute times are reduced through a mix of more people taking active modes of transport, fewer cars and better mass-transit. Children born in Bristol in 2050 will have similar life expectancies regardless of whether they are born in an affluent or deprived area.

In 2050, Bristol truly is a city in which the sum is greater than the parts.



“ ... Cities are connected in a way that nation states can't be—through the kinds of services they provide. I love the term “global city”... what makes a city global is not just that it's big, but that it's inter-connected, inter-dependent, that it exists only to some extent by virtue of the fact that other global cities exist and cooperate with it. ”

Dr Benjamin Barber,
If mayors ruled the world



Our commitment to the Sustainable Development Goals

The Sustainable Development Goals is an initiative of the United Nations; a blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. The Goals interconnect and in order to leave no one behind signatories agree that it is important to achieve each Goal and target by 2030. Bristol is signed-up to the SDGs and the actions set out in this plan have been mapped against them. You can see how actions align to the SDGs on the One City Plan website.



Find out more about the SDGs at www.un.org/sustainabledevelopment

Leading One City

The One City Plan is written as a common call to action for the city, but we recognise that to catalyse and align key activities, a more coordinated form of city leadership is required. The One City Approach represents the development of a new model of city leadership which embraces cross-sector collaboration, aligned to the ambitions and goals set out in this plan.

A City Leadership Group will give clear ownership to the statements made in this plan and work to prioritise city-wide actions. This will help ensure that the One City Plan and Approach is embedded over time within core institutions in the city. It will be a source of cross-agency resources to ensure action is taken, this group will also advocate for the adoption and incorporation of the spirit of the One City Plan across Bristol.

City leaders are in a position to change the architecture of the existing city system in ways which address sustained social problems and support the development of new systems which promote the goals and ambitions set out in the One City Plan. City leaders can only do this as a group in collaboration, where the levers of city governance are considered and sequenced in order to deliver the intended outcomes. This collaboration introduces added complexity. We must align resources, competencies, strategic priorities and leadership across partners from different sectors. This is a huge challenge and is why we have set out shared principles of inclusive systems leadership within the One City Approach.

Successfully establishing a One City Approach means leadership behaviours must develop to include:

- Better consideration of systems factors prior to interventions being chosen
- A commitment to learning from interventions we take
- Observing impacts across many areas, particularly impacts outside of where the intervention was initiated or primarily intended.

A regular series of interconnected meetings will take place across the city with a cadence to encourage information, thinking and ideas to flow. There will be Thematic Boards which oversee progress on our priority themes and iterate the actions and goals within them. The Chairs and support officers of these boards will meet four times a year with support from the City Office, enabling them to share progress, discuss priorities and inform the thinking of the City Leadership Group.

The City Office will provide a convening space and resource to keep a handle on the overall One City Plan.

“ World class public sector leadership is more about what we influence than what we control. ”

Chief Constable Andy Marsh, Avon and Somerset Police

Regular monthly drop-ins will be facilitated by the City Office and will provide a space for organisations and the community to discuss issues. These can be fed back to the Thematic Boards, who in the spirit of two-way communication can also suggest topics for the drop-ins to consider.

Twice a year the city will have the opportunity to meet at the City Gatherings to exchange learning, hear of new initiatives and progress against the plan and at each winter gathering the latest iteration of the One City Plan is launched.

These will not be the only mechanisms for conversation and the City Office will, as part of its daily work, facilitate good communication and enable projects and interventions to take place under the One City banner.

The governance framework will start as set out below but will iterate as the One City Approach evolves. The governance framework will always seek to be the most efficient, productive model that drives collaborative, dynamic, delivery focussed outcomes.



One City Governance Structure

City Gatherings

- Bi-annual event Winter/Summer
- Connects the city to shared priorities and city 'Offers and Asks'

City Leadership Forums

- Four City Leadership Groups per annum representing key organisations including the City Funds
- Four Multi-board sessions which bring together chairs and support officers of thematic boards

Thematic Boards

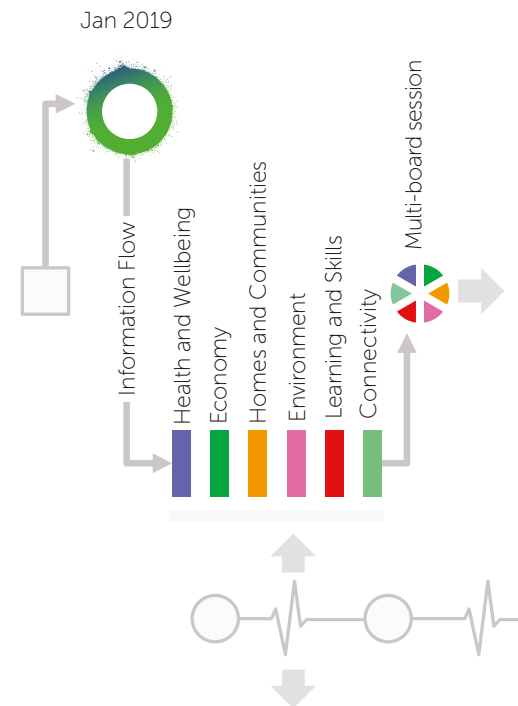
- Multi-agency thematic strategic boards e.g. Health & Wellbeing, Learning City, Safer Bristol etc.
- Meet in between the City Gatherings
- Develop and enhance the thematic priorities

City Office Drop-ins

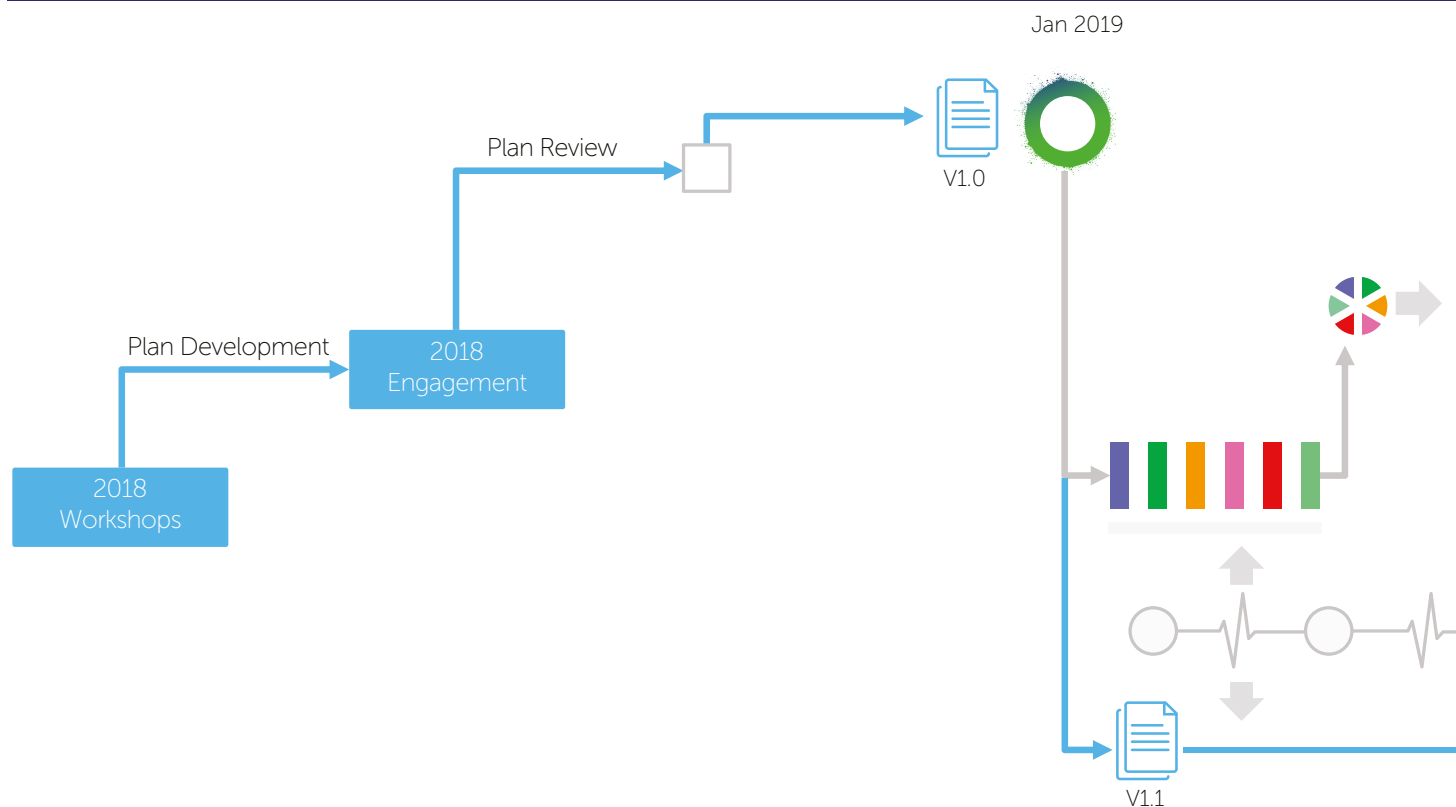
- Hosted by the City Office each month
- Focused on city priorities
- Open door city democracy

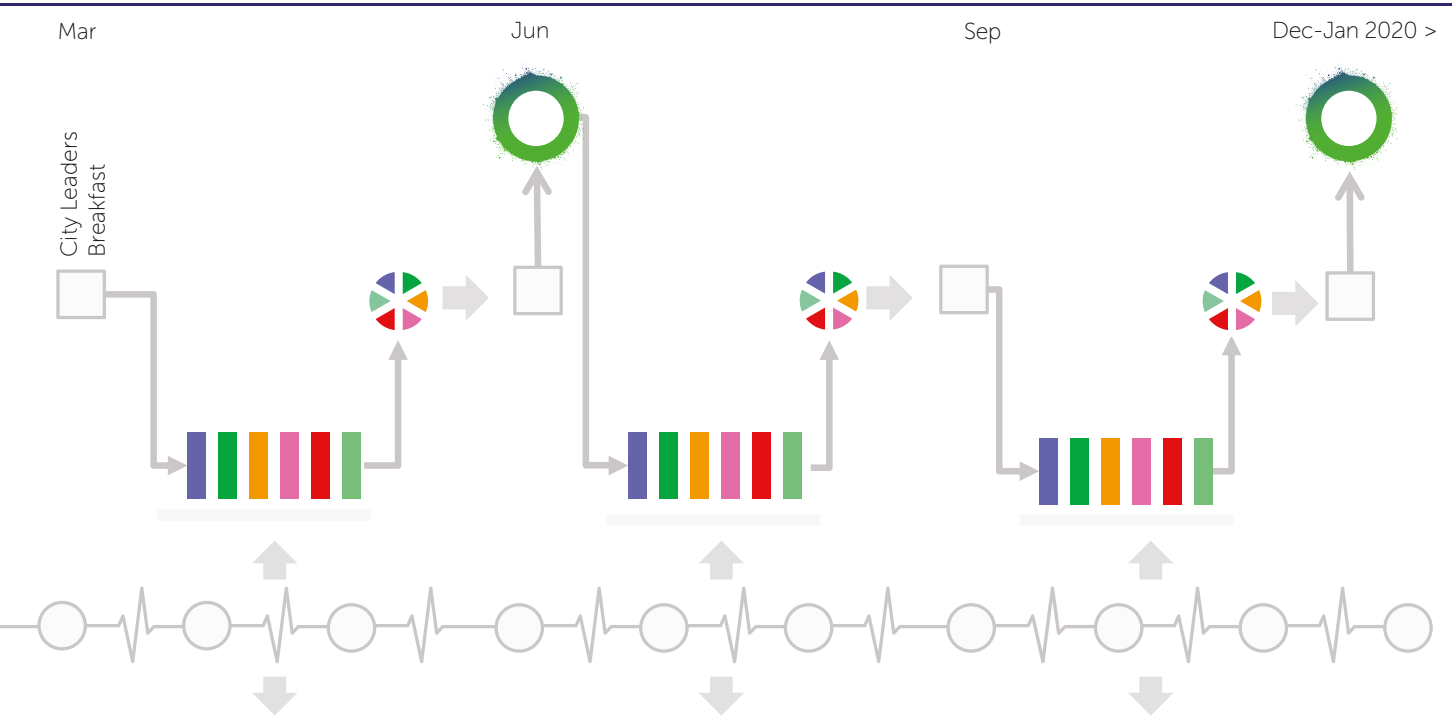
City Office Core Team

- Seconded staff from partner organisations

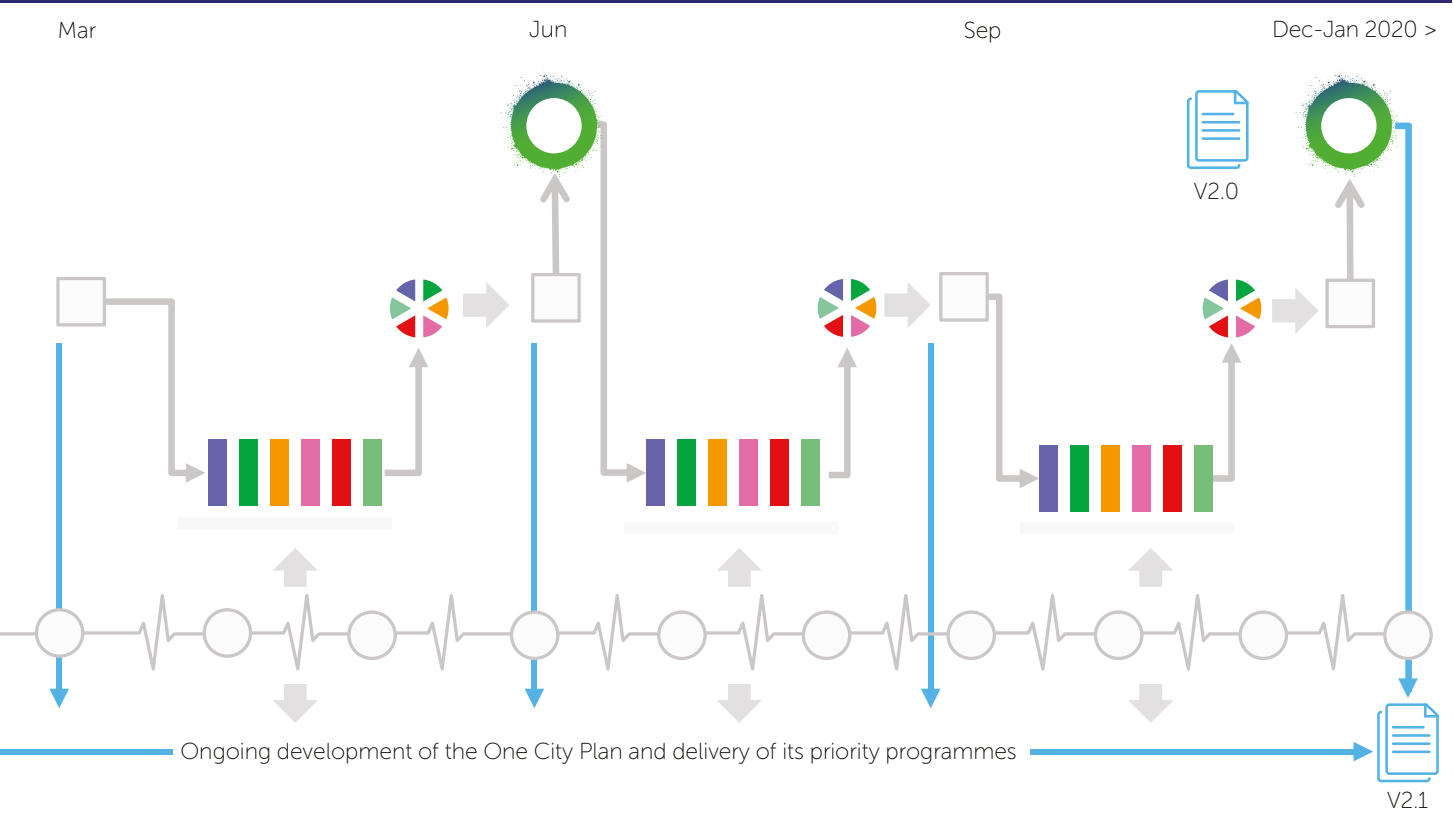


One City Information Flow





Ongoing development of the One City Plan, support of the City Leadership Forums, Coordination of City Office workshops, programme management for specific activities as required



Ongoing development of the One City Plan and delivery of its priority programmes

Further reading

These are some of the core strategies used to shape the timeline. A wide range were analysed and any omissions are accidental:

- 2050 Environmental Sustainability Plan (Bristol City Council)
- A Good Food Plan For Bristol (Bristol Food Policy Council)
- A Good Transport Plan For Bristol (Sustrans)
- Avon and Somerset Local Crime Plan (Safer Bristol)
- Avon Fire and Rescue Integrated Risk Management Plan
- Bristol Biodiversity Action Plan (Bristol City Council + other relevant biodiversity plans)
- Bristol Carers Strategy - 2015 - 20 Refresh (Bristol City Council)
- Bristol Central Area Plan (Bristol City Council)
- Bristol Child Poverty Strategy (Bristol City Council)
- Bristol City Council's Housing Delivery Plan
- Bristol City Region City Deal (West of England Partnership and West Of England Local Enterprise Partnership)
- Bristol City Youth Council Manifesto (Bristol City Youth Council)
- Bristol Health & Wellbeing Strategy (Bristol Clinical Commissioning Group)
- Bristol Local Plan Core Strategy (Bristol City Council)
- Bristol Manifesto for Racial Equality - "Batook's Blueprint"
- Bristol Parks and Estates Allotment Strategy (Bristol City Council)
- Bristol Resilience Strategy (100 Resilient Cities and Bristol City Council)
- Bristol Safeguarding Children Board Strategic Plan
- Bristol School Attendance Strategy (draft October 2018)
- Bristol Transport Strategy and Bristol Local Plan (Bristol City Council due to be revised and finalised in 2019)
- Bristol VCSE Strategy (Voscur)
- Bristol: Social Action Plan 2018 - 2020 (Bristol City Council)
- Building A Positive Future For Bristol After Peak Oil (Bristol Green Capital Partnership / The Bristol Partnership)
- Children and Young People's Plan (Children and Families Partnership and Bristol City Youth Council)
- Disabled People's Manifesto (Bristol Disability Equality Forum)
- Emerging West of England Local Industrial Strategy
- Emotional Health and Wellbeing strategy for children and young people (Bristol Clinical Commissioning Group)
- HomeChoice Bristol Allocation system (Bristol City Council)
- Inclusive & Sustainable Economic Growth Strategy (Bristol City Council)

- Integrated Education and Capital Strategy (Learning City Partnership)
- Learning City Strategic Ambition (Learning City Partnership)
- LGBT+ Manifesto (LGBT Bristol)
- Manifesto for Older People (Bristol Older People's Forum)
- More than a Roof; Bristol's Housing Strategy (Homes 4 Bristol & Bristol City Council)
- National Policy Planning Framework (Ministry of Housing, Communities and Local Government)
- Next Generation Mobile Technologies: A 5G strategy for the UK – 2017 (Department for Digital, Culture, Media and Sport)
- Ofcom's Strategic Review of Digital Communications – 2016 (Ofcom)
- Our Call For Parity (Bristol Women's Voice)
- Our Plan to Keep You Safer (Avon and Somerset Police and Crime Commissioner)
- Avon Fire and Rescue Corporate Plan
- Our Resilient Future; a framework for climate change and energy security (Bristol City Council)
- Our Vision. Our Strategy. (University of Bristol)
- Preventing gang involvement and youth violence strategy (Bristol City Council)
- Preventing Homelessness Strategy 2013-18 – updated 18-22 (Bristol City Council / Homes 4 Bristol)
- Safeguarding Adults Multi-Agency Policy (Bristol Safeguarding Adults Board)
- Safer Bristol Crime and Disorder Strategic Assessment
- Strategy, Organising and Coordination Project (Bristol Ageing Better)
- The Draft West of England Joint Local Transport Plan
- The Paris Agreement (United Nations Climate Change Convention)
- The value of 5G for cities and communities report – 2018 (Department for Digital, Culture, Media and Sport)
- The West of England Joint Spatial Plan (yet to be adopted)
- The West of England Joint Transport Study
- Transitions strategy: young people with additional needs - aged 14-25 (Bristol City Council and NHS Bristol)
- UK Climate Change Act 2008 (UK Government)
- UN Sustainable Development Goals (Agenda 2030)
- UWE Bristol Strategy 2020 (University of the West of England)
- Ways2Work Strategy (Bristol City Council)
- West of England Joint Spatial Plan & Joint Local Transport Plan (due to be finalised in 2019)
- Who Feeds Bristol? (Bristol City Council / NHS Bristol / Bristol Green Capital Partnership)

One City Charters

Our One City aims and approach are sometimes enshrined in city-wide Charters. These are our attempt to draw together key commitments that the city chooses to collectively make about a defined topic. At the time of publication (January 2019) the city has two Charters and these have been considered in the drafting of this plan and its actions.

BRISTOL Equality Charter

Everybody counts - a pledge for equality across Bristol

Bristol is a vibrant city with a growing diverse population. We share an ambition to create a fairer, safer, accessible and inclusive city where everyone feels they belong, has a voice and an equal opportunity to succeed and thrive.

We are committed to making a real difference by:

- 1 Making Bristol a welcoming city where everyone feels they belong
- 2 Inspiring trust and confidence in all the city has to offer
- 3 Recognising, valuing and celebrating diversity
- 4 Building good relations and understanding between people
- 5 Promoting inclusion, participation and equal access
- 6 Challenging discrimination, harassment, bullying, hate crime and victimisation

As an organisation we will:

- 1 Recognise, support and empower those responsible for promoting equality in our organisation
- 2 Listen to and understand the diverse needs of all people to make our information, services and products more accessible and inclusive
- 3 Review the diversity of our workforce in order to identify areas for improvement and set ourselves equality goals
- 4 Ensure that equal opportunities are integral to how we recruit and treat our workforce
- 5 Address all allegations of discrimination, harassment, bullying and victimisation in an effective and timely manner
- 6 Play our part in promoting good relations between people from different backgrounds
- 7 Share good equality practice and improve outcomes for all those living, working, studying in or visiting Bristol
- 8 Measure and share our progress and success

Marvin Rees
Mayor of Bristol

To find out more about this charter and sign-up, visit bristol.gov.uk/people-communities/bristol-equality-charter

BRISTOL



CHILDREN'S CHARTER



The rights and best interests of children and young people are a priority for decision makers in Bristol. Together we will strive to make ours a city where:

- 1 Children are safe and protected from all forms of violence and abuse
- 2 Children live in warm homes and no child is hungry
- 3 Children can make choices that benefit their health and happiness and have the best possible health, with access to facilities and services for the treatment of illness
- 4 Children have access to welcoming, clean, safe neighbourhoods and parks to meet friends and play
- 5 Children have access to, and benefit from, Bristol as a leading cultural, social and sporting city and can grow up with a sense of belonging and pride in their city
- 6 Children have access to an education that develops their potential both in what they learn and who they become, so that they have skills for life and work
- 7 Children have the skills to thrive and be safe in an ever changing digital world
- 8 Children have the opportunity to influence the decisions of city leaders and contribute to creating the city they want to live, study and play in
- 9 Children are supported to live in safe and healthy families as they grow up in a city that supports parent, carers and family members
- 10 Children have the opportunity to learn about the world around them, to take part in intergenerational activities and be a part of their global community

The Bristol Children's Charter is aligned with the principles of the United Nations Convention on the Rights of the Child. It applies to every child without discrimination, whatever their ethnicity, gender, religion, language, abilities or any other status, whatever they think or say, whatever their family background.

No single organisation or agency can make enough progress towards these aspirations alone. Partners commit to working together to deliver this vision for all children to create a thriving city that is good for everyone. We will invest our resources so that we protect and provide for the most vulnerable children and young people in our city to reduce the inequalities that exist.

Marvin Rees
Mayor of Bristol

To find out more about this charter and sign-up, contact hello@bristolcityoffice.com

Acknowledgements

The One City Plan is a co-production informed by engagement with hundreds of city organisations and individuals. It was curated and produced by the City Office using resources donated by Bristol City Council.

This first iteration of the One City Plan has been approved for publication by the Mayor of Bristol, Marvin Rees, as a starting point for a city-wide approach to developing future versions. **On this basis the involvement and contributions of all partners is gratefully acknowledged, along with full recognition that their engagement in the One City Plan process does not imply that they have reviewed and fully endorsed every element of this first published version.**

The following partners make up the City Leaders Group which will oversee the One City Approach, and with the Thematic Boards will take collective responsibility for developing the detailed thematic content in future versions. The City Office thanks them for their commitment to closer joint working in Bristol as we collectively aim to achieve our shared vision.

The City Leaders Group includes:



Bristol Judiciary



The One City Plan – first iteration

Frequently Asked Questions

How was the plan developed?

The visions, plan and the timeline have been developed from the following:

- Outputs from a wide range of workshops with partners and communities in 2017 and 2018
- Input directly from the thematic boards and groups in the city (e.g. Health and Wellbeing Board)
- Information extracted from pre-existing strategies and plans in the city

This information has then been drawn together and examined in the context of the visions and themes and then shaped and sequenced up until 2050. It is acknowledged that over time the process for developing the plan will increase in sophistication. Any errors in sequencing or interpretation are not intentional but may simply be due to the large amount of data and data sources that this is drawn from. This can be addressed by contacting the City Office in the first instance.

Can we change the plan?

Yes. The plan, specifically the points in the timeline, is designed to be provocative, to challenge and to be challenged. We know there will be things that need changing, adding or removing and that new voices will become part of this process.

How can I put forward suggestions?

If your point relates to one of the six themes or a specific entry in the timeline please use the relevant email address:

connectivity@bristolonecity.com

economy@bristolonecity.com

environment@bristolonecity.com

healthandwellbeing@bristolonecity.com

homesandcommunities@bristolonecity.com

learningandskills@bristolonecity.com

For general points please contact the City Office (hello@bristolcityoffice.com).

How will the deliverables be tracked and measured?

The next stage of work is for the City Office to develop an online city dashboard, that the city can access, which will help track progress and provide data for future versions.

Is the timeline of activity firm?

No. It illustrates our collective ambition but of course things will change over time as different things happen and projects progress or change. The timing (especially in later years) is largely indicative and it is fully anticipated that actions may be achieved earlier, later or in a different way than they are described in this first iteration.

Where is the funding coming from?

The tangibles in this plan aim to provide the city with a set of shared priorities to work with. It is up to the city how they take these forward and if funding is needed how best to facilitate this from our collective resources.

How can people access the plan?

The plan is available on **bristolonecity.com** and this is where to find the most recent version. This is a new website and is in development. Please note that only a very limited number of printed plans will be produced each year, in an effort to limit the impact on the environment.





One
City
Plan

BRISTOL