

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.

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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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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 densely packed with buildings and green spaces.

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.

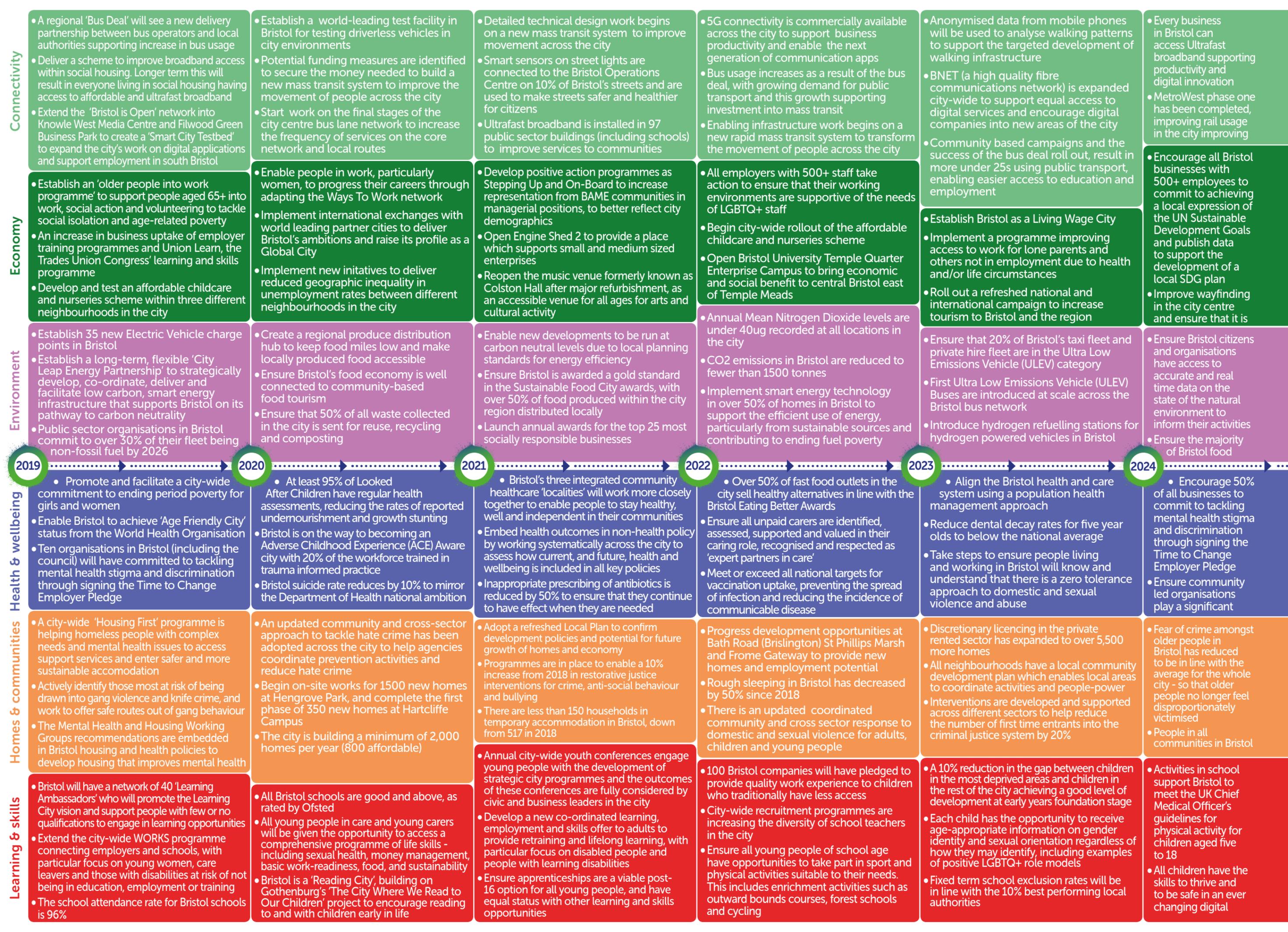
All Bristol businesses with more than 500 employees were working towards the UN Sustainable Development Goals and were signed-up to a local sustainability plan. A few years after household waste and recycling centres saw levels of waste go down, our first 'zero waste zone' was launched, itself a step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

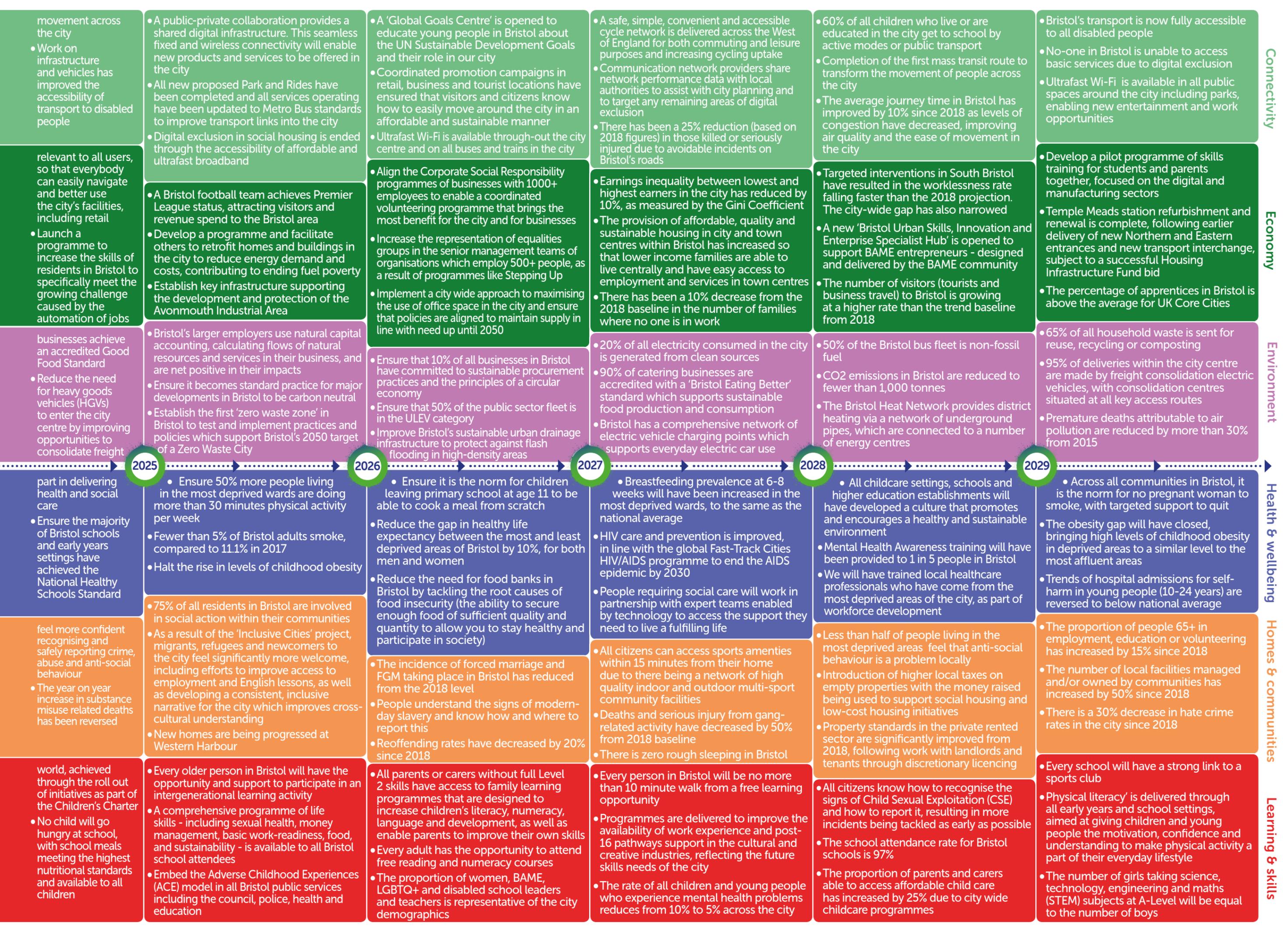
We designed renewable energy production into the fabric of our city, and by the end of the decade we were meeting 20% of the city's electricity needs from clean energy sources. We retrofitted buildings to reduce their energy demands, and put our buildings to better use, allowing more community groups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







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, sans-serif 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.

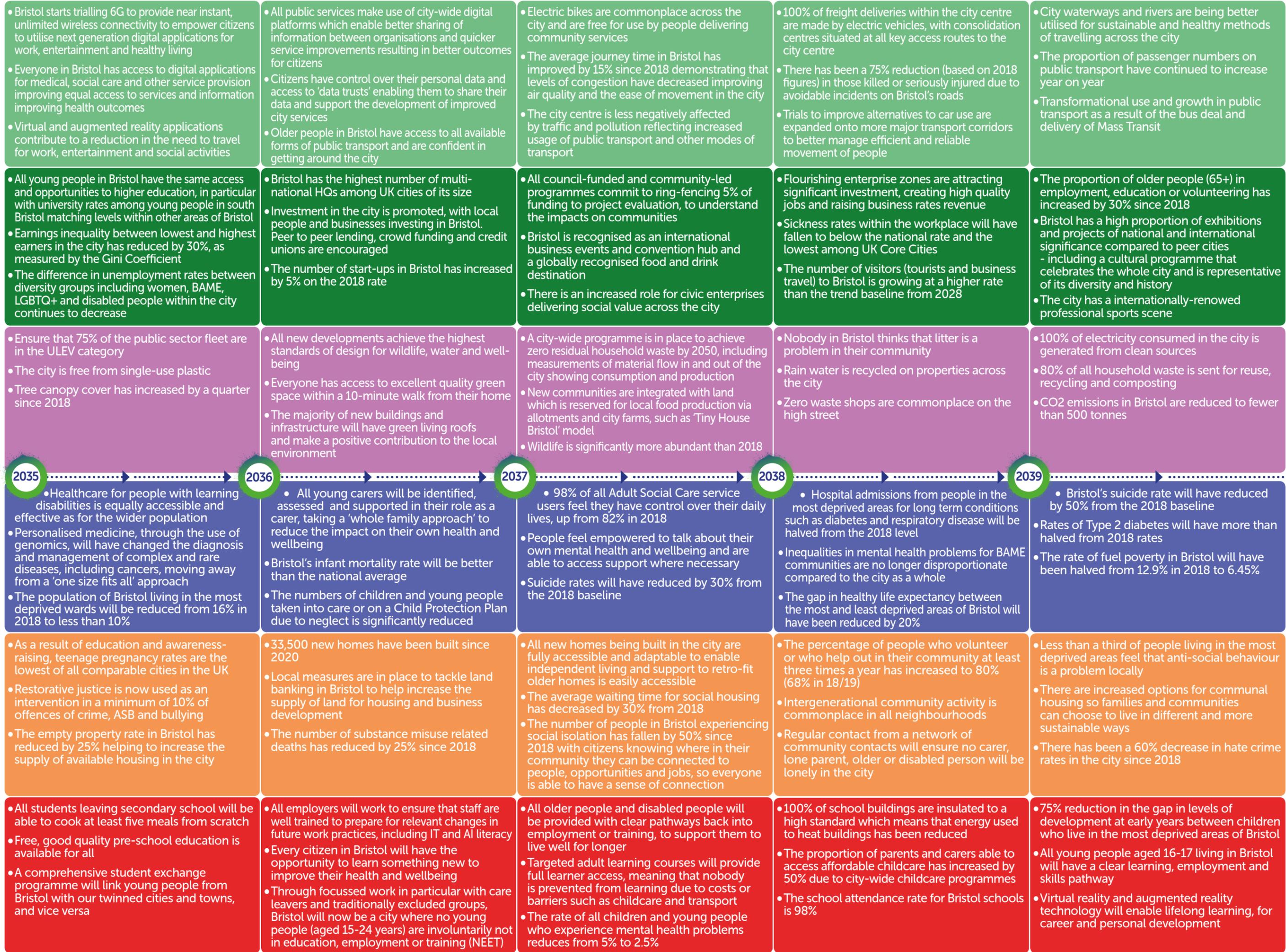
Bristol was recognised globally as a city leading in dementia care. The stigma of mental health was tackled as we set our sights on being known as a mentally healthy city. As the inequalities in disadvantaged and diverse communities were addressed in schools, they were also addressed in the workplace. 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.



Connectivity	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
Economy	<ul style="list-style-type: none"> 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% 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
Environment	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
Health & wellbeing	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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% 	<ul style="list-style-type: none"> 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
Homes & communities	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
Learning & skills	<ul style="list-style-type: none"> 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% 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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



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.

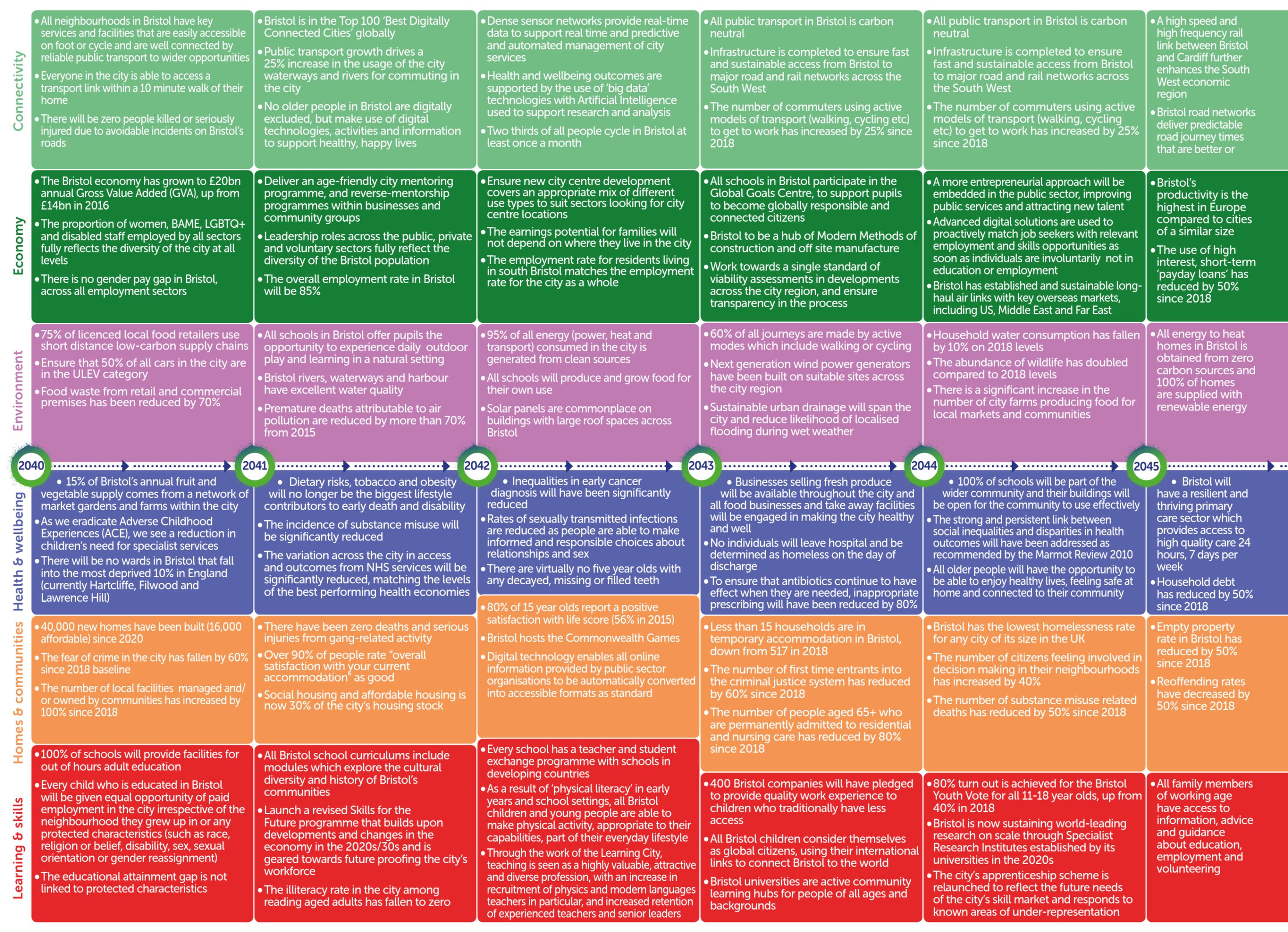
In this decade, self-care and self-respect was measurably improved. As food production in the city became more widespread and the high streets had more venues promoting healthy lifestyles and wellbeing, the biggest contributors to early deaths and disability – diet, smoking and obesity – declined. Fewer 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.

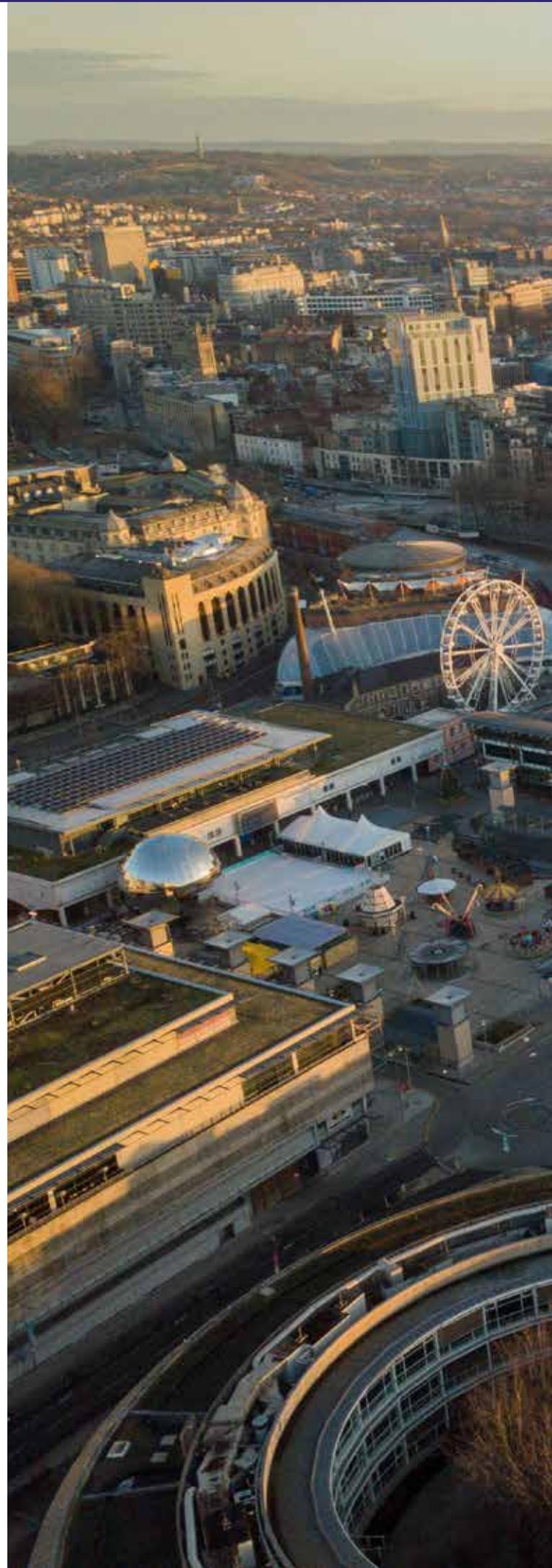




<ul style="list-style-type: none"> the same as the top performing cities in Europe For those who have to use motorised vehicles changing to electric vehicles is affordable and convenient 	<ul style="list-style-type: none"> Delivery drones are common place and support efficient commercial and domestic 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

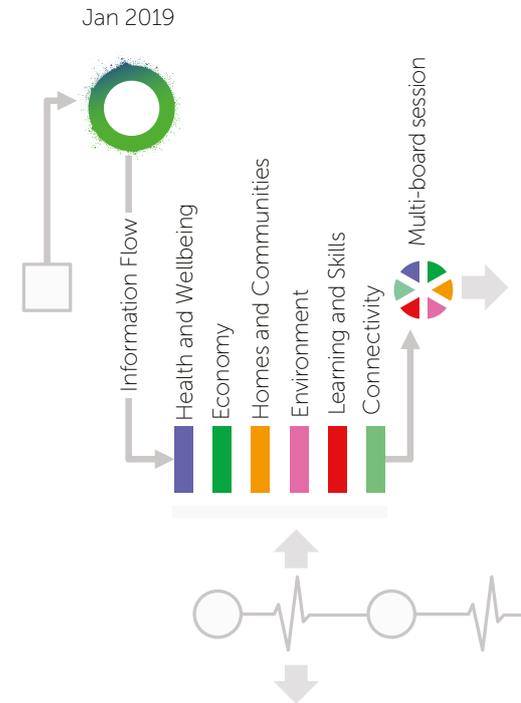
- Multi-agency thematic strategic boards e.g. Health & Wellbeing, Learning City, Safer Bristol etc.
- Meet in between the City Gatherings
- Develop and enhance the thematic priorities

City Office Drop-ins

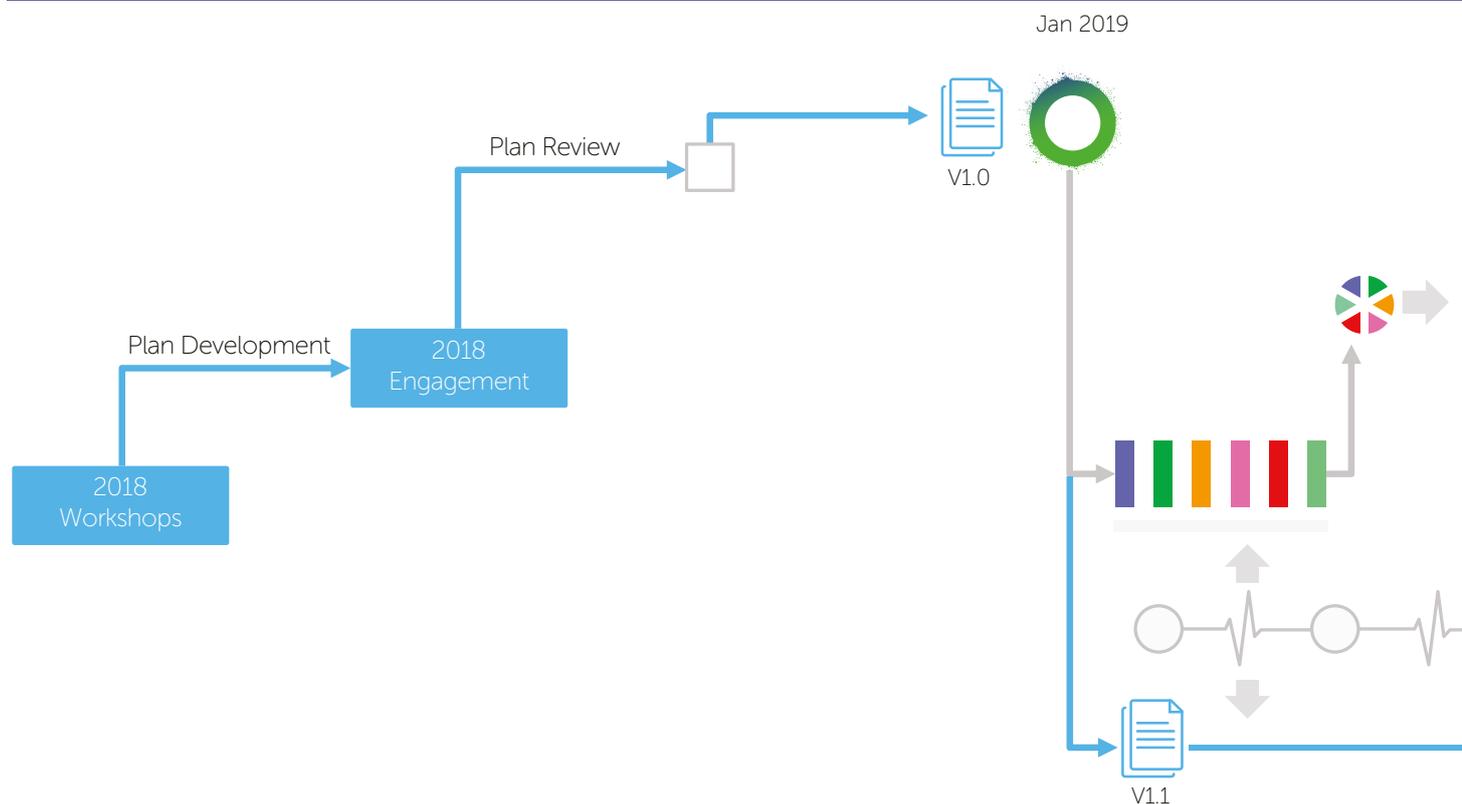
- Hosted by the City Office each month
- Focused on city priorities
- Open door city democracy

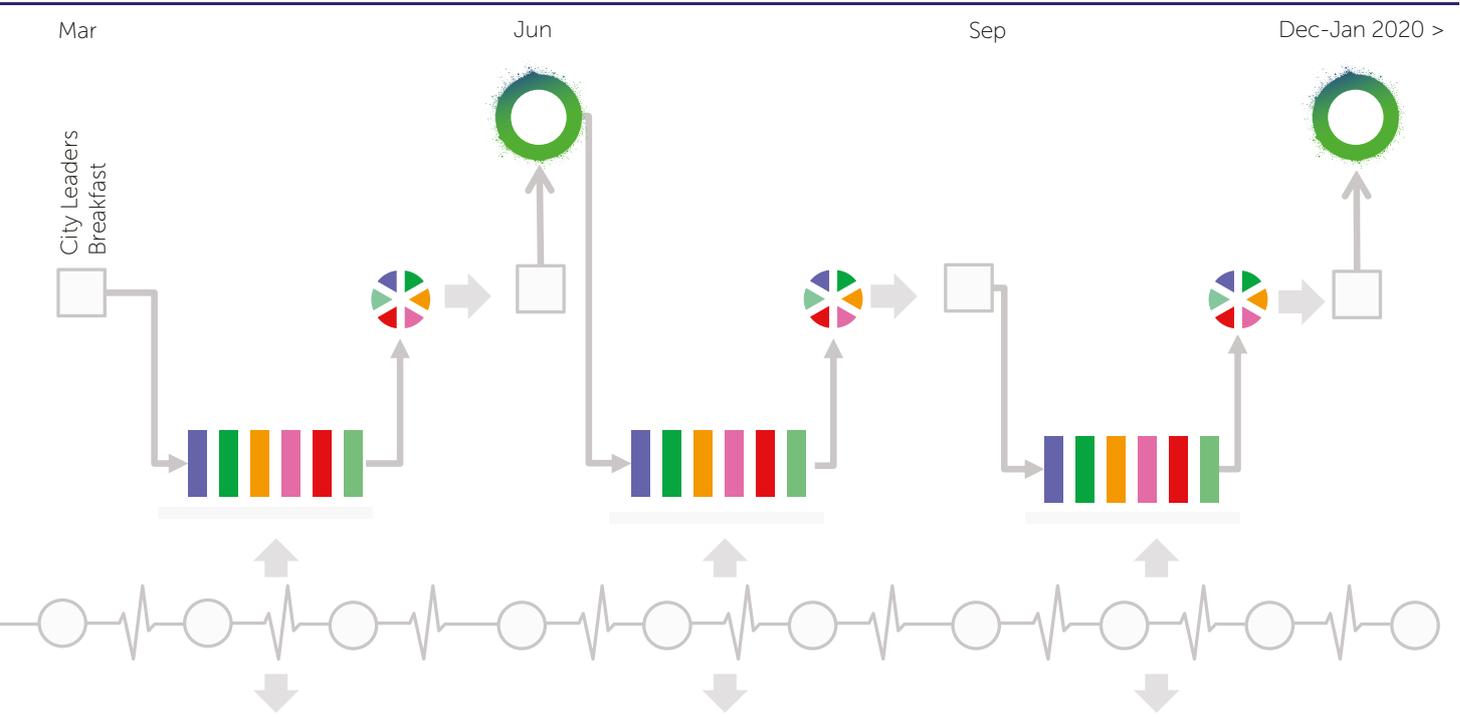
City Office Core Team

- Seconded staff from partner organisations

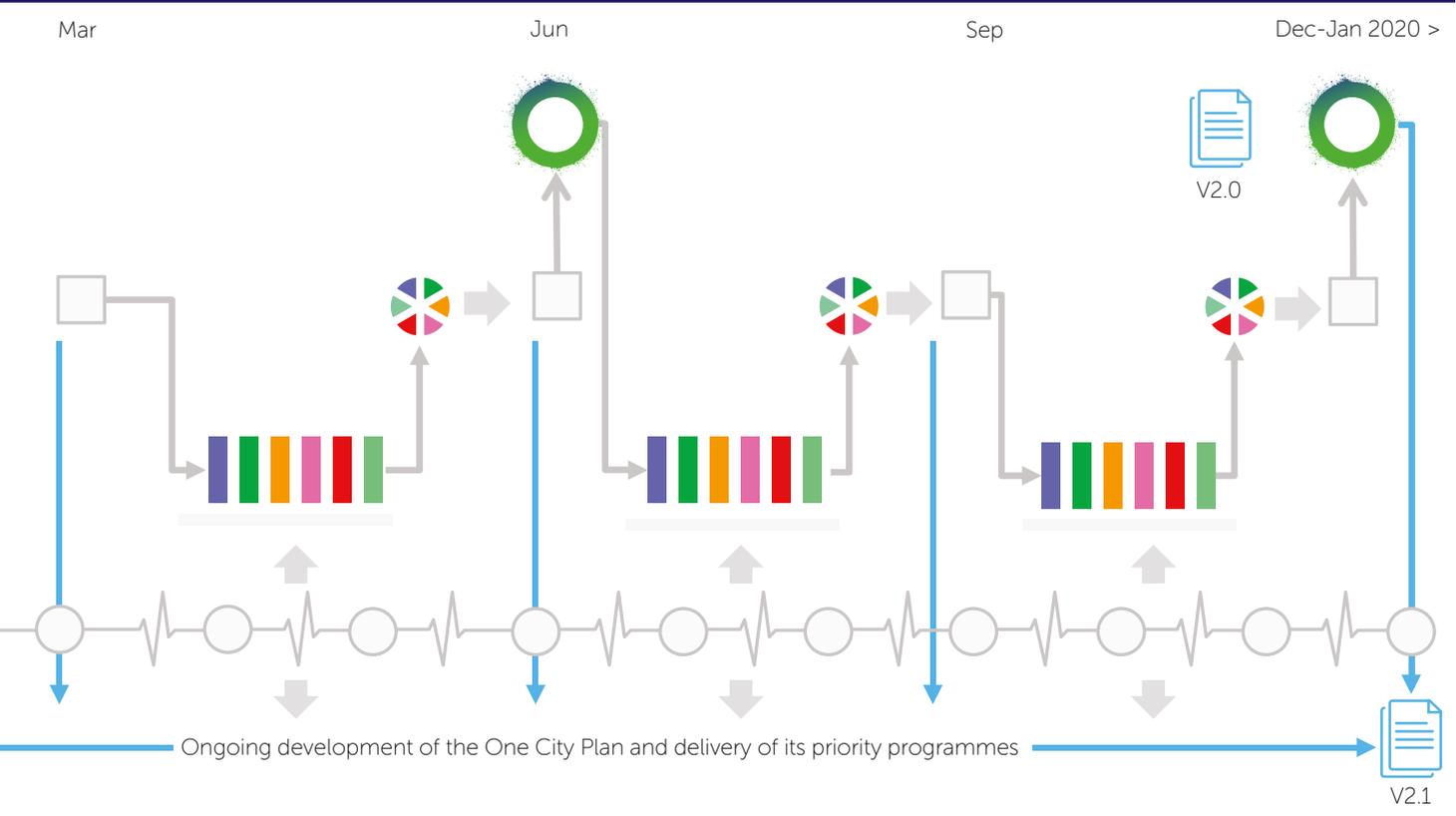


One City Information Flow





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

bristolonecity.com