



# Corporate Strategy 2022–2027



Unapproved draft 22/10/2021



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# Foreword

**We all want to feel included, we all need hope and we all aspire to something. I believe this to be a fundamental truth, and my focus is on making sure that the city council plays a leading role in enabling this to be everyone's real experience of life in Bristol.**

With our raw materials of 42 square miles of land, c.460,000 people (from over 187 countries, speaking 91 languages and practising 45 religions) and a pre-pandemic £15bn annual economy, Bristol was one of few cities to make a net-contribution to the Treasury pre-pandemic, offering sectors of high growth and opportunity, two leading universities, incredible culture and world-class aerospace. Among the challenges we face are long-standing inequalities in healthy life expectancy, a growing population (scheduled to grow by almost 100,000 residents by 2050), more than 15,000 people on our waiting list for housing, and over 70,000 of our residents living in areas that are among the 10% most deprived in England.

During the past five years we have made significant progress towards making Bristol a city of hope and aspiration, one where everybody can share in its success. But we are only part way along a very difficult journey. Looking ahead, we know that the human cost of the COVID-19 pandemic will be felt keenly in our communities, both in terms of loss and in the stark inequalities it has further exposed. Its financial cost is likely to lead to a long and protracted restructuring of the UK economy, the impact of which will be felt for many years to come. The financial forecasts for local government are a huge concern, as both post-COVID Government funding cuts and the widely recognised challenges facing adult social care budgets take a toll. For the council this is likely to mean that we need to save tens of millions of pounds in the next few years from already stretched budgets.

Meanwhile the threat of climate change and ecological deterioration requires decisive action and fundamental changes in how countries, cities and communities live and work. It also means we need to be better prepared to adapt to the impacts of climate change, from environmental issues like floods to socio-economic ones like mass migration.

The better we work together to tackle our city's challenges, the greater the likelihood that we can recover, renew and create firm foundations

for a healthier, more inclusive and sustainable future. The complex challenges we face can only be solved through working collaboratively and the responsibility is not the council's alone. Over the past five years I have brought together a wide range of partners to work with a One City approach, creating a shared vision and a plan of goals and actions for the city up to 2050. This Corporate Strategy is closely linked to that One City Plan, describing the council's priorities and contributions to the city's long-term aims.

In this strategy we are choosing to grapple with the complexity of the real issues facing us, being bold and setting aspirational targets that challenge us to make a difference, whether by doing things directly ourselves or trying to influence change on a wider scale. It presents a very real challenge to us, our partners and national and international systems of government, governance and economy to make positive changes, tackle complex, ingrained and long-term structural issues and work towards a values-led vision rooted in fairness and opportunity for all.

For the council's part, we need to keep delivering good quality services and continuing our journey to become an organisation which is better at enabling and developing others, whilst also making tough decisions about our direct spending. We must set an excellent example as an employer, create more efficient systems and processes, work better together, empower and enable others to act, and, in some cases, withdraw and get out of the way.

We will keep working to ensure that everyone is included in this city's success and has a home where they can achieve their aspirations, regardless of their background or where they grew up. It will not be easy, but Bristol can bounce back from the pandemic and rise to its challenges, supported and enabled by a council that is the right size for the job and is no longer seen as a collection of services, but as an effective development organisation that allows everyone to thrive.



**Marvin Rees**  
Mayor of Bristol  
October 2021



# Our Role – driving a city of hope and aspiration

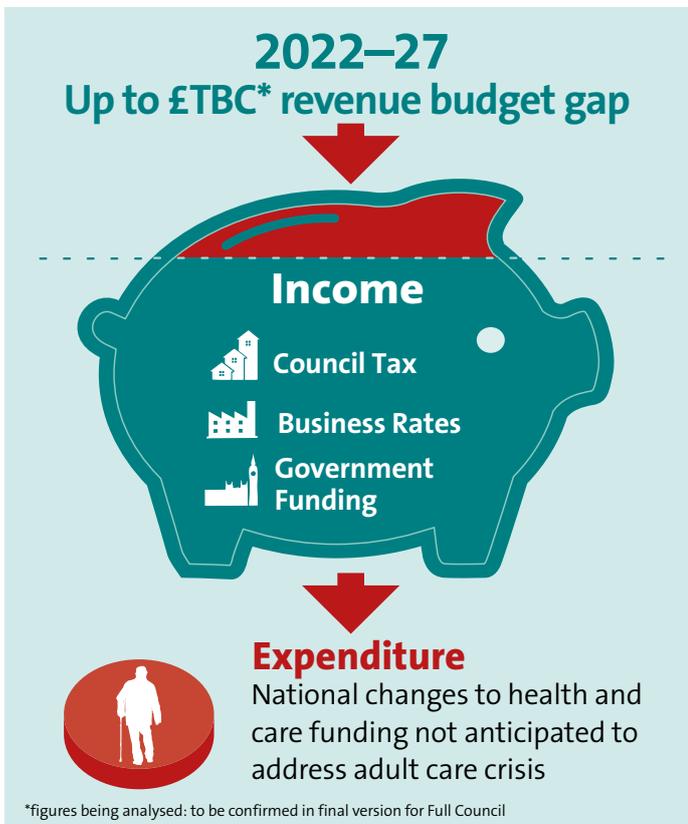
We recognise that we are one organisation in a hugely complicated system, where everyone has a role to play. Because of this we are a partner in the long-term One City Plan for Bristol. This plan to 2050 gives us a shared vision and goals, co-created by many different partners and covering almost every aspect of life in Bristol. This strategy sets out our contribution to the city as part of the One City Plan and is our main strategic document. It informs everything the council does and how we plan for the future.

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



# Our Challenges and Key Information

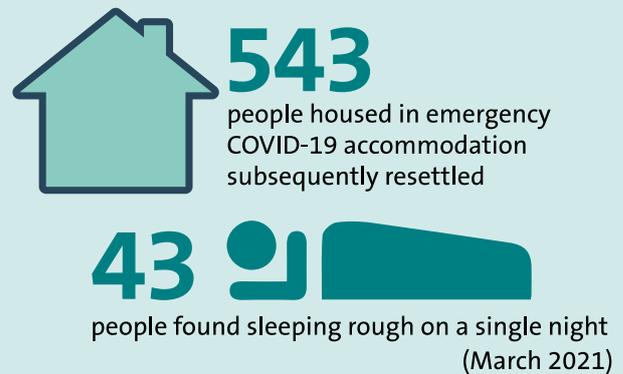
## Local Government finance



## The impact of COVID-19

### Homelessness

Due to the pandemic, the majority of rough sleepers in Bristol were placed in hotels/units as part of the national 'Everyone In' scheme and given access to appropriate support services. Many have moved on to longer term accommodation and the figures for rough sleeping in the city have dramatically decreased.



### Employment

**COVID-19 job retention scheme** – number of employees furloughed.

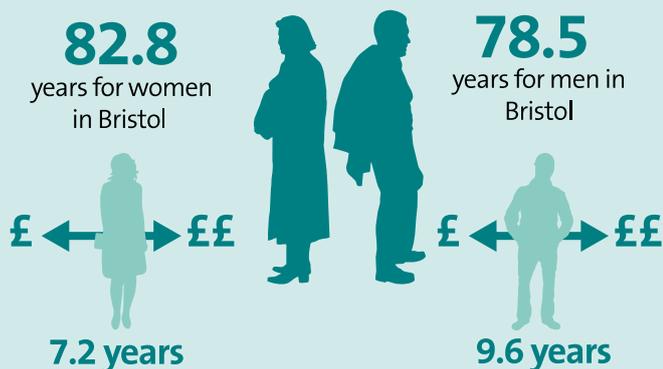


**Claimant count** – numbers seeking Jobseekers' Allowance and Universal Credit (if 'available for work')



## Health and wellbeing

### Life expectancy

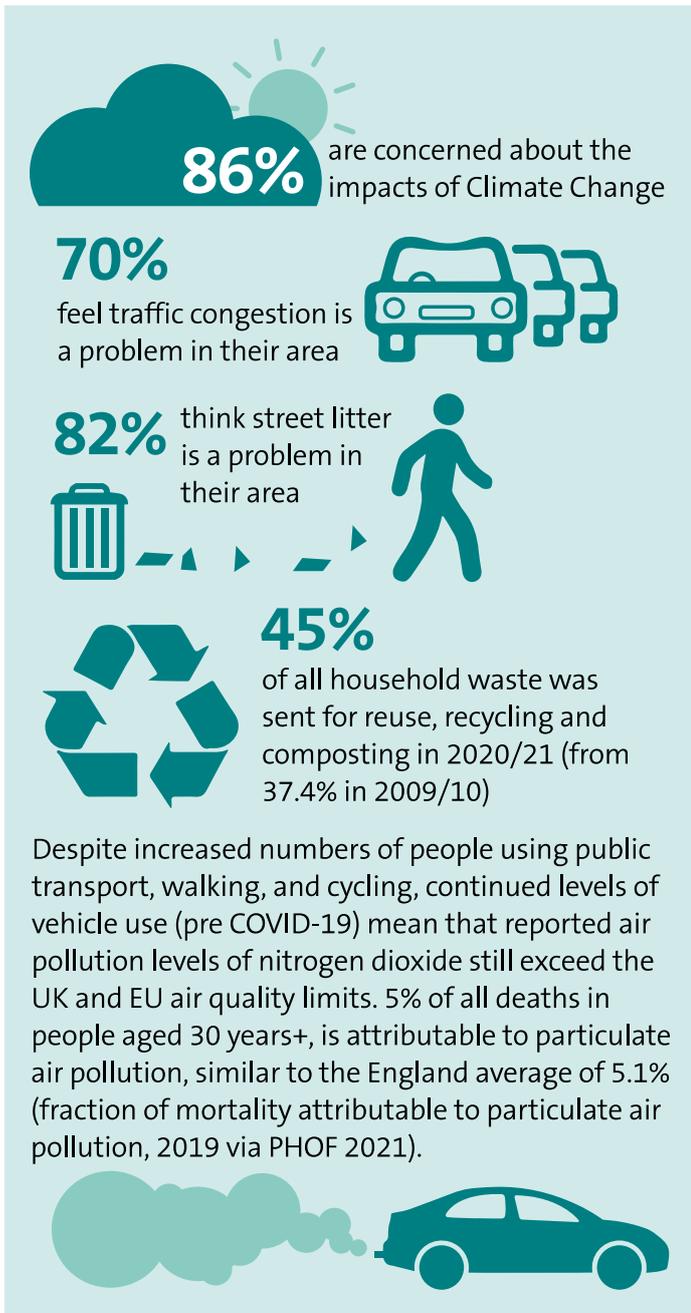


The inequalities gap in life expectancy between the most and least deprived areas in Bristol is 9.6 years for men and 7.2 years for women.

### Wellbeing



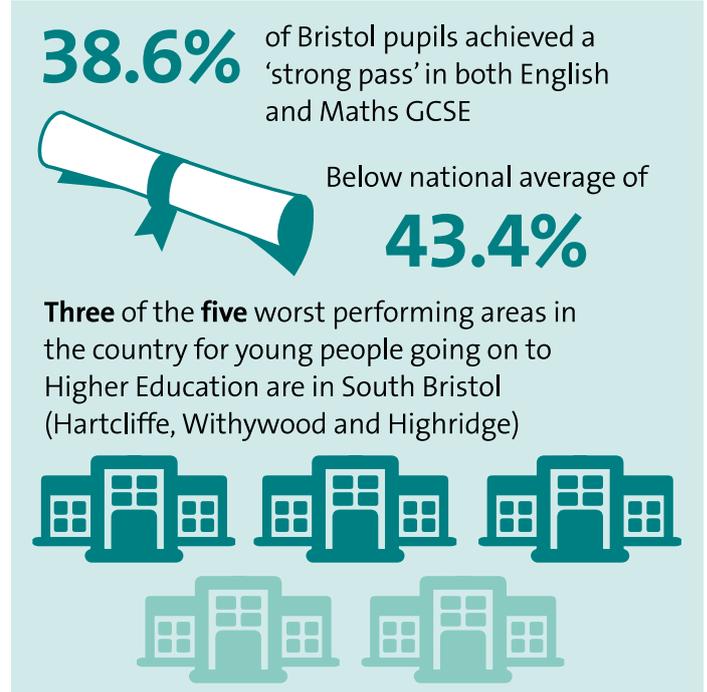
## Sustainability and environment



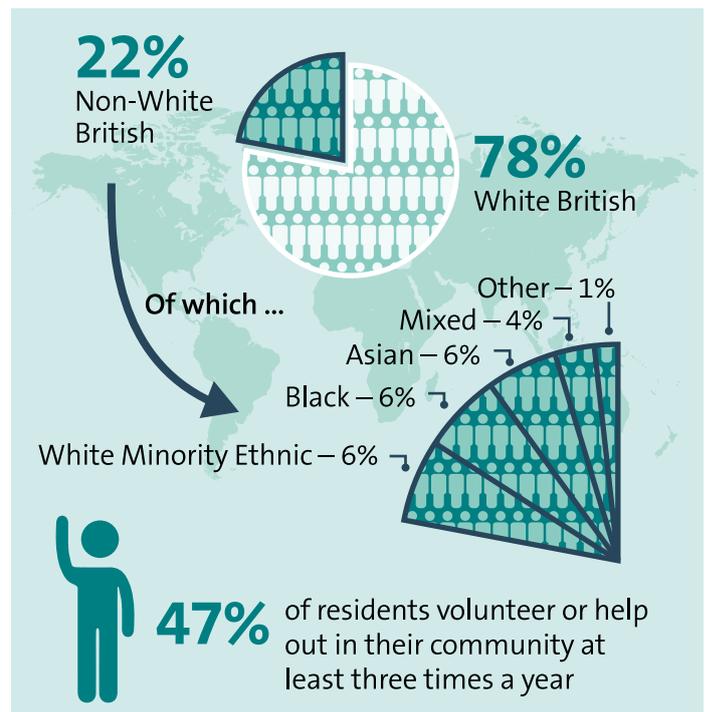
## Economy and housing



## Education and skills



## Communities



## Culture and creativity



## Population projections

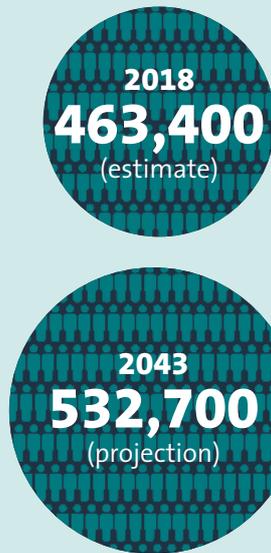
Future population projections are uncertain. Current events – including the Coronavirus pandemic, leaving the EU, the new Hong Kong British National Overseas visa and the global climate emergency – and their potential impacts on our economy and society, are not reflected in the current 2018-based population projections. However, if pre-pandemic trends were to continue, the total population of Bristol would be projected to increase by 15% over the 25 year period (2018–2043) to reach a total population of 532,700 by 2043.

**Source:** ONS 2018-based Sub-national Population Projections

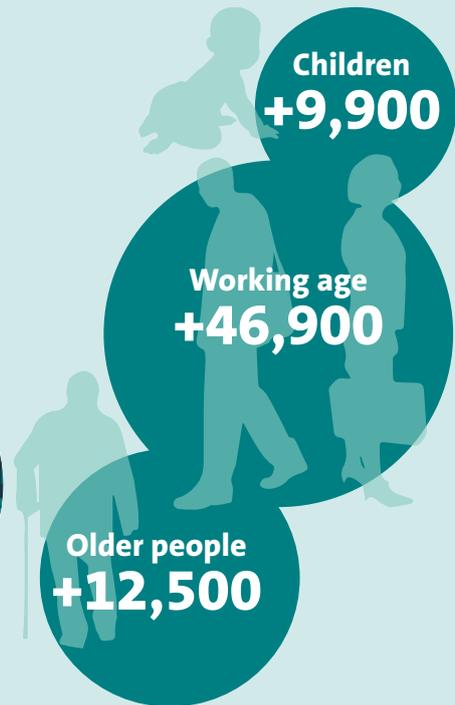
[Subnational population projections for England – Office for National Statistics](#)

[The Population of Bristol report \(Aug 2021\)](#)

Bristol projected population change 2018–2043



Bristol projected population change 2018–2043 by age group



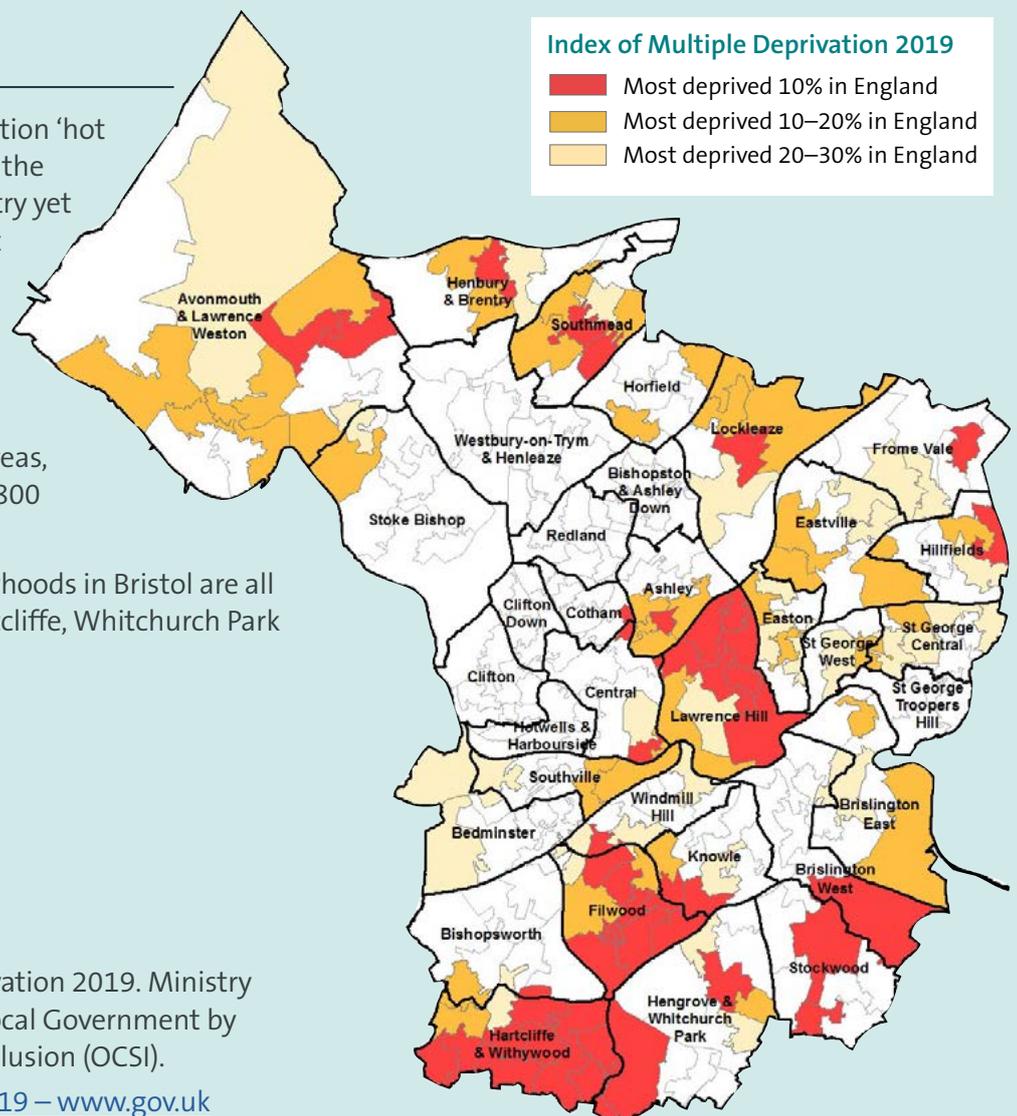
## Deprivation

Bristol continues to have deprivation ‘hot spots’ that are amongst some of the most deprived areas in the country yet are adjacent to some of the least deprived areas in the country.

Bristol has 41 areas in the most deprived 10% in England.

In 2019, 15% of Bristol residents – 70,800 people – live in these areas, including 19,000 children and 7,800 older people.

The 10 most deprived neighbourhoods in Bristol are all in the South Bristol areas of Hartcliffe, Whitchurch Park and Knowle West.



**Source:** English Indices of Deprivation 2019. Ministry of Housing, Communities and Local Government by Oxford Consultants for Social Inclusion (OCSI).

[English indices of deprivation 2019 – www.gov.uk](http://www.gov.uk)

# Our Corporate Strategy – at a glance

## Vision

“ We play a leading role in driving an inclusive, sustainable and healthy city of hope and aspiration, one where everyone can share in its success. ”

## Building Blocks

We have chosen five principles that we call our ‘building blocks’. These affect all our priorities and influence everything we do.

### Development and Delivery

Develop people, places and partnerships to improve outcomes. Deliver quality public services while releasing the expertise and resources of empowered communities, individuals, community groups and city partners to help shape and deliver city priorities.

### Environmental Sustainability

Tackle the Climate and Ecological Emergencies while inclusively growing the economy, maximising our positive environmental impacts and avoiding or mitigating negative ones wherever possible. Build our climate and ecological resilience.

### Equality and Inclusion

Pro-actively and intentionally improve equality and inclusion across the city by designing it into everything we do. Work to make sure that everyone in Bristol feels they belong, has a voice and an equal opportunity to succeed and thrive.

### Resilience

Build Bristol’s city resilience through early intervention, minimising our contribution to future environmental, economic or social shocks and stresses. Build our ability to cope by learning from our past, taking a preventative approach and planning for long-term outcomes that support resilience.

### World Class Employment

Role model, influence and promote the highest levels and standards of employment. Work with partners to drive for workforces that reflect the population, and workplaces that are healthy and inclusive, offering opportunities to progress and offering a Real Living Wage as standard.

## Themes

To make sure we are clear about how we spend our time, effort and money, we have the following strategic themes and priorities. These express the major issues that we believe are most important in achieving our vision.

<p><b>Children and Young People</b></p> <p>A city where every child belongs and every child gets the best start in life, whatever circumstances they were born into.</p>	<p><b>Economy and Skills</b></p> <p>Economic growth that builds inclusive and resilient communities, decarbonises the city and offers equity of opportunity.</p>	<p><b>Environment and Sustainability</b></p> <p>Decarbonise the city, support the recovery of nature and lead a just transition to a low-carbon future.</p>	<p><b>Health, Care and Wellbeing</b></p> <p>Tackle health inequalities to help people stay healthier and happier throughout their lives.</p>	<p><b>Homes and Communities</b></p> <p>Healthy, resilient and inclusive neighbourhoods with fair access to decent, affordable homes.</p>	<p><b>Transport and Connectivity</b></p> <p>A more efficient, sustainable and inclusive connection of people to people, people to jobs and people to opportunity.</p>	<p><b>Effective Development Organisation</b></p> <p>From city government to city governance: creating a focussed council that empowers individuals, communities and partners to flourish and lead.</p>
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## Values and Behaviours

- We are Dedicated**
- We are Curious**
- We show Respect**
- We take Ownership**
- We are Collaborative**

# Our Vision

“We play a leading role in driving an inclusive, sustainable and healthy city of hope and aspiration, one where everyone can share in its success.”

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

In recent years we have developed closer working relationships with a wider variety of partners across the city and region, recognising that no organisation alone can make the kind of major changes needed to create a truly inclusive, sustainable and healthy city. Together we have created a long-term vision until 2050 and a shared set of goals in the One City Plan.

Our vision aligns closely to this, and our Corporate Strategy focuses more on the council’s own contribution and ways of working: the elements of the city-wide plan where we deliver actions ourselves or play a leading role in bringing partners and communities together.

Bristol has always been a city of contrasts: a diverse, culturally vibrant and economically successful city, yet with 15% of its citizens living in some of the most deprived areas in England. Our annual [Quality of Life Survey](#)<sup>1</sup> indicates that inequality and deprivation continue to affect people’s experience in almost every element measured by the survey. The impact of the COVID-19 pandemic has further reinforced these entrenched inequalities. Health, wealth and wellbeing are intimately connected; those already disadvantaged have been hit hardest.

We serve a population that is likely to have

increased by over 40,000<sup>2</sup> in the past decade. The Office for National Statistics’ most recent official projections predict population growth of 13,600<sup>3</sup> over the coming five years. Along with the projected impact on people’s health and wealth inequality this creates a huge challenge, especially considering existing gaps in healthy life expectancy.

We do not yet know the full scale of the pandemic’s impact, but our medium term forecasts - based on the expected reductions in Government funding, lost income and increased demand for vital services – signal the potential for a five-year budget gap in the region of £TBC\*. We don’t yet know exactly how accurate this forecast is, but whatever happens we will need to effectively balance our budget, be resilient to shocks, manage external risks, manage changes and increased service demand, all within a limited funding envelope which is more uncertain than ever.

Alongside the need to recover and renew post-pandemic are major challenges facing cities across the world, including climate change, ecological deterioration, mass migration and economic uncertainty. There are also local challenges where we and others have not done well enough in the past, and it is important we don’t lose sight of delivering strong local services that contribute to tackling inequality across the city in all its forms.

Doing so will help improve people’s quality of life and have a beneficial impact on our mental and physical health, along with the council’s financial bottom line. Whatever our challenges, there is still room for hope and aspiration.

\*figures being analysed: to be confirmed in final version for Full Council

1: The Quality of Life Report shows 50 headline measures of the lived experiences for people in Bristol, including how these changed and how experiences differ in the most deprived areas (available from: [The quality of life in Bristol](#))

2: Projection based on the Office for National Statistics’ (ONS) estimates, to be confirmed upon publication of the 2021 Census during 2022

3: ONS 2018 National population projections (available from: National population projections: 2018-based – Office for National Statistics)

# Our Values and Behaviours

How we achieve our vision is as important to us as the vision itself. We are defined by how we behave and what we do, so we must be driven by clear values and behaviours. We must challenge ourselves and each other to demonstrate these in our work and acknowledge and learn if we fall short.

## We are **Dedicated**

We strive to make a difference

- We are clear about what we are here to do
- We are enabling and work with citizens, partners and stakeholders to make things happen for Bristol
- We are committed to wellbeing and create a workplace that everyone can enjoy

## We show **Respect**

We treat each other fairly

- We are caring and gracious
- We treat each other with dignity and stand against discrimination, bullying and harassment
- We include each other and value difference

## We take **Ownership**

We accept personal accountability

- We are trustworthy and take responsibility for how we act
- We persevere and ask for help if we need it
- We are given opportunities to lead and help others do the same

# Our **Values and Behaviours**

## We are **Curious**

We ask questions and explore possibilities

- We believe that there are always opportunities to do things better
- We are bold and not afraid to try new things
- We take time to ask questions and learn from what we have done

## We are **Collaborative**

We come together to reach shared goals

- We take personal and collective responsibility for finding the answers
- We ask for other perspectives and respect different opinions
- We make connections and take opportunities to work together

# Our Building Blocks

We have chosen five principles that we call our ‘building blocks’. These affect all our priorities and influence everything we do. They are what is most important to us and are chosen based on evidenced needs and our organisational values. We reflect these building blocks across our strategy. They are not used as ‘buzzwords’ – they have a specific meaning that makes a real difference to what we do, why we do it and how we do it.

## Development and Delivery

**Develop people, places and partnerships to improve outcomes. Deliver quality public services while releasing the expertise and resources of empowered communities, individuals, community groups and city partners to help shape and deliver city priorities.**



Not everything revolves around the council or is within our power, which is why we are working more closely with partners on our shared One City Plan. This spans many different sectors and gives us a shared long-term vision to 2050. This building block is about the council doing well at delivering the services it must deliver, while taking action to develop and tap into the capacity of individuals, communities, and organisations who can and want to contribute. This can help them achieve what they would like to, without relying only on the council’s direct contribution or delivery. When it is done well this is a ‘win-win’ – it empowers people and helps them achieve better outcomes, while the council can focus increasingly limited resources on those who need it most.

## Environmental Sustainability

**Tackle the Climate and Ecological Emergencies while inclusively growing the economy, maximising our positive environmental impacts and avoiding or mitigating negative ones wherever possible. Build our climate and ecological resilience.**



Changes to the environment and its effects are among the biggest challenges faced globally, requiring action from all of us. Bristol was the first UK city to declare a Climate Emergency and has also declared an Ecological Emergency. This building block recognises that our impact on the environment and climate – and the impact of changes to them on us – cuts across all our work. Often there are tensions in how traditional economic growth impacts the environment and climate change, and we are committed to inclusive, sustainable growth that considers issues such as air quality, carbon emissions, the effects on nature, and our use of energy and resources. Done well, growth can support and create decent jobs, including in the green economy and low carbon sectors, while also achieving social objectives such as tackling poverty and increasing social inclusion.

## Equality and Inclusion

**Pro-actively and intentionally improve equality and inclusion across the city by designing it into everything we do. Work to make sure that everyone in Bristol feels they belong, has a voice and an equal opportunity to succeed and thrive.**



Promoting equality, diversity and inclusion, and addressing inequalities is at the heart of our values. Inclusion does not happen by accident; it is something that needs to be carefully planned. It is about valuing people’s differences, creating an environment where everyone feels welcome and heard, and making sure people are not excluded from opportunity in all its forms.

We will consider everyone’s needs and take action to include everyone in the city as we make new plans or take decisions. We recognise that many issues affect individuals and groups differently, and require specific solutions. Whether it’s safety on our streets for women and girls, inclusion in schools for children with Special Educational Needs and Disability, inequalities in work faced by racially minoritised communities, we will work to fix issues with any systems, processes or actions that cause inequalities for individuals or between different groups of people.

Throughout the development of this strategy, we have designed priorities which help us advance equality of opportunity, foster good relations between people who share a relevant protected characteristic<sup>1</sup> and those who do not share it, and eliminate discrimination, harassment and victimisation. As well as our firm commitment to the Public Sector Equality Duty, our aspirations go further to include people in care, refugees and migrants, people with caring responsibilities and the inequalities resulting from socio-economic disadvantage.

## Resilience

**Build Bristol’s city resilience through early intervention, minimising our contribution to future environmental, economic or social shocks and stresses. Build our ability to cope by learning from our past, taking a preventative approach and planning for long-term outcomes that support resilience.**



Life can throw all sorts of things at us, and resilience is about being ready to prevent, mitigate or withstand this and being able to adapt – sometimes very quickly – to any given situation. A ‘shock’ is something sudden and unexpected, for example a flood, a pandemic or a terrorist attack. A ‘stress’ is something chronic and lasting, putting the city under pressure over time. Examples would include health inequality, transport congestion and long-term economic downturns. Places can build resilience by doing things in certain ways. Resilient cities are those which work together across different sectors, plan and prepare for risks, help everyone play an active role in the city, design their various systems to be flexible and take time to measure and reflect on success or failure, based on a deep understanding of the city and its communities.

## World Class Employment

**Role model, influence and promote the highest levels and standards of employment. Work with partners to drive for workforces that reflect the population, and workplaces that are healthy and inclusive, offering opportunities to progress and a Real Living Wage as standard.**



We recognise that many inequalities faced by communities in Bristol are caused by poverty and socio-economic disadvantage, which are often the result of there being fewer employment opportunities or poor-quality employment. In Bristol, 15% of people live in some of the most deprived areas in the country, a fact often disguised by the city’s overall strong economic performance. Because of this, we have made commitments in our Equality and Inclusion Policy to consider not only protected characteristics, but also inequalities resulting from socio-economic disadvantage when we make plans and take decisions.

While the council does not hold all the cards on the issue of employment, it can set an example as an employer and use its relationships, influence, policies, plans and limited direct powers to make a positive difference and challenge bad practice. We are committed to doing this and challenging the city to strive for employment excellence.

1: Protected characteristics are the nine characteristics protected under the Equality Act 2010. They are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

# Our Strategic Themes and Priorities

To make sure we are clear about how we spend our time, effort and money, we have the following strategic themes and priorities. These express the major issues that we believe are most important in achieving our vision.

Our priorities are chosen based on a wide range of evidence. This includes existing local, regional and national plans and strategies, political commitments of the elected Mayor and councillors, technical data-based evidence, our past performance, and – vitally – the views of Bristol citizens shared in the annual Quality of Life survey, discussion with the Youth Council, and our Citizens’ Assembly on the future of the city.

This Corporate Strategy is our most broad strategic document, so the priorities are top-level aims. They inform more detailed action planning published every April in the council’s Business Plan. Success will be measured through a fully redesigned Performance Framework, which will be co-produced with a range of internal and external stakeholders in time for the publication of our first aligned Business Plan in April 2022. This will include measures of success such as headline measures or milestones for city-wide outcomes with long-term targets by Theme, as well as progress against the detailed Priorities within Themes.

Much of our work involves meeting our statutory and regulatory obligations which are set out in legislation. Whether or not these are specifically mentioned, it can be taken as read that we will make sure that we meet all these legal obligations.

## Themes

### Children and Young People

A city where every child belongs and every child gets the best start in life, whatever circumstances they were born in to.

### Economy and Skills

Economic growth that builds inclusive and resilient communities, decarbonises the city and offers equity of opportunity.

### Environment and Sustainability

Decarbonise the city, support the recovery of nature and lead a just transition to a low-carbon future.

### Health, Care and Wellbeing

Tackle health inequalities to help people stay healthier and happier throughout their lives.

### Homes and Communities

Healthy, resilient and inclusive neighbourhoods with fair access to decent, affordable homes.

### Transport and Connectivity

A more efficient, sustainable and inclusive connection of people to people, people to jobs and people to opportunity.

### Effective Development Organisation

From city government to city governance: creating a focussed council that empowers individuals, communities and partners to flourish and lead.

# Our Priorities explained

In the coming pages we set out our detailed priorities under each of our themes. Each priority helps deliver our overall vision, and also the UN Sustainable Development Goals. Each has been influenced by one or more of the five building blocks set out on [pages 10–11](#).

Against each priority you will see icons that show which SDGs it helps deliver, and which building blocks have influenced the priority.

**Example:**

**UN Sustainable Development Goals**

Reference number	
Priority name	
Summary	  
Building Blocks	Building Blocks
Priority detail...	

## Delivering as One Council

We aim to work in a more joined-up way across the council, so our priorities are not meant to reflect our departmental structure or other ways we organise our business. To highlight this, a selection of case studies linked to priorities are included to help bring them to life and show how we can – and do – deliver on our priorities across a variety of teams and services.



## Delivering as One City

No single organisation has all the answers, and these stories highlight where we have worked with a variety of city partners on a shared aim or project. These show our cross-sector One City Approach in action.



# Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a framework for the major global challenges of economic, environmental and social sustainability, which every country in the world has agreed to deliver by 2030. They are a set of 17 interconnected goals, with 169 targets beneath them.

Bristol is committed to delivering the SDGs locally and is the only UK city to have conducted a Voluntary Local Review<sup>1</sup> to monitor progress against the goals. Every priority in this strategy has been created to contribute to achieving the SDGs.

For more information about the SDGs and their targets, please visit the [UN website](#).



**SDG 1 – No poverty:** End poverty in all its forms, everywhere.



**SDG 2 – Zero hunger:** End hunger, achieve food security and improved nutrition and promote sustainable procurement.



**SDG 3 – Good health and wellbeing:** Ensure healthy lives and promote wellbeing for all, at all ages.



**SDG 4 – Quality education:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



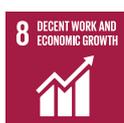
**SDG 5 – Gender equality:** Achieve gender equality and empower all women and girls.



**SDG 6 – Clean water and sanitation:** Ensure availability and sustainable management of water and sanitation for all.



**SDG 7 – Affordable and clean energy:** Ensure access to affordable, reliable, sustainable and modern energy for all.



**SDG 8 – Decent work and economic growth:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



**SDG 9 – Industry, innovation and infrastructure:** Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.



**SDG 10 – Reduced inequalities:** Reduce inequality within and among countries.



**SDG 11 – Sustainable cities and communities:** Make cities and human settlements inclusive, safe, resilient and sustainable.



**SDG 12 – Responsible consumption:** Ensure sustainable consumption and production patterns.



**SDG 13 – Climate action:** Take urgent action to combat climate change and its impacts.



**SDG 14 – Life below water:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



**SDG 15 – Life on land:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.



**SDG 16 – Peace, justice and strong institutions:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



**SDG 17 – Partnership for the goals:** Strengthen the means of implementation and revitalise the global partnership for sustainable development.

1: Available from: [SDGs – Bristol One City](#)

# Theme 1: Children and Young People

A city where every child belongs and every child gets the best start in life, whatever circumstances they were born in to.

We have made a commitment to our children, set out in our 2018 [Children’s Charter](#), which is aligned with the principles of the [United Nations Convention on the Rights of the Child](#).

Our ambitions for the city’s children include having a healthy and happy life, being safe, having access to an education that develops their potential, the opportunity to influence decisions in the city and growing up with a sense of belonging and pride. Children are the future of the city, and we have to help them thrive and become actively engaged citizens who will take on the city’s future vision and direction. Bristol is vibrant and thriving, however, not all children have equal experiences of living in and growing up in Bristol. We know that some communities and age groups have been impacted more by the COVID-19 pandemic. Inequalities have been amplified and if we are to mitigate the adverse impact of this across our communities and build back better within a generation, we must put children and young people at the heart of our recovery and invest in them and their families.

In the face of the COVID-19 pandemic, many children and young people have proven to be resilient, flexible, and dynamic. However, a report by the Education Endowment Foundation<sup>1</sup>, indicated that a decade of progress to reduce the gap between disadvantaged and non-disadvantaged children was wiped out by the first national lockdown. We cannot afford to fail our city’s greatest and most creative resource. In 2021 we launched our Belonging Strategy<sup>2</sup>, aimed at reducing inequality and building inclusion so that all our children and young people can grow up in a city where they can be nurtured, develop a confident sense of self and identity, and equitably benefit from all that Bristol has to offer.



## What might success look like?

We are developing a detailed new framework of measures to support this Corporate Strategy, to be published in April 2022. This will help us measure if and how things are changing for the better. Among the outcomes we’re working towards are:

- Children and young people feel they can identify with and belong equally to the city and their communities.
- Educational and employment opportunities are more equal for children and young people across the city; with better support and outcomes for children and young people with special educational needs and disabilities.
- Children and young people are safer from harm and violence.
- Children and young people are able to voice their views, be actively engaged in civic life and empowered to be involved in decision making.
- Overall, children and young people will be able to live physically and mentally healthier lives.

1: Available from: [Best evidence on impact of COVID-19 on pupil attainment](#) | Education Endowment Foundation | EEF

2: Not yet published; subject to formal approval

## Our Children and Young People Priorities for 2022 – 2027 are:

CYP1

### Child Friendly City

Children and young people are supported by the city, their community and the council to have the best possible start in life. They can reach their full potential and are kept safe from and supported to overcome violence, abuse and other adverse childhood experiences, whatever the circumstances of their birth.



**Development and Delivery** **Equality and Inclusion** **Resilience**

Community and social connectedness are essential to good health and wellbeing. To develop well, children and young people need to be listened to, loved, supported, and cared for within a family and by the communities around them. They need to have opportunities to learn, to play, be active, and build loving relationships to develop their personal and social skills. They need to see themselves in the world around them and feel able to express themselves and their views. Whilst we already formally engage young people in decision making and co-production through groups such as Bristol Youth Council, Youth Mayors, the Listening Partnership, Young Carers Voice and the Shadow Safeguarding Board, our Belonging Strategy represents an ethos of giving voice and power to young people, embracing an inclusive approach across the city for all children.

Helping families isn't just about the children's services that the council delivers, but also how we design our neighbourhoods and build communities to be safe for children, have access to play and green spaces, or areas for young people to enjoy safely. Working with partners including the police and health, education and voluntary sectors, we will help families to create a home which is safe, protects, nourishes and nurtures. Together with partners we will work to create safer learning and educational settings, which are free from all forms of abuse or harassment. Key to this is the independently chaired Keeping Bristol Safe partnership<sup>1</sup>.

There are many factors that affect the start in life that children have and can compound the effect of adversities they experience as they grow up. We are embedding trauma-informed approaches to help recognise children that may be at greater risk of violence and harm and understand adverse childhood experiences (ACES) that have potential to negatively affect their health and life outcomes. These approaches will build on strengths to help repair and restore relationships for children and families that have experienced trauma. For children and young people who we need to take care of as their [Corporate Parent](#)<sup>2</sup>, we will ensure the same standard of care as any good parent, which means we will have high aspirations and will be strong advocates for them.

1: [Keeping Bristol Safe Partnership](#)

2: See [Bristol Corporate Parenting Strategy 2021–2023](#)

CYP2

## Supported to thrive

Children, young people, parents and carers have access to and benefit from lifelong services – such as family hubs, parenting and community learning courses and youth zones – that support them to thrive.



**Development and Delivery** **Equality and Inclusion** **Resilience**

The emotional and physical family environment has a huge impact on children’s lives and development. Parents are a child’s first educator and advocate. Families have the potential to nurture a child’s sense of belonging, providing a secure base from which to navigate the transition through adolescence into adulthood, but they need the means by which to do so. An affordable, safe and secure home, access to education, training and employment, health care, play and green spaces are all crucial if our children and families are to thrive. We believe that children, young people, parents and carers should all have access to and benefit from investment in lifelong services to support them in this. Children should have their needs recognised at the earliest point in a system that collaborates to help them thrive.

Through the development of Family Hubs, we will ensure that services are joined up, easily accessible and make sense for families, with universal services providing a straightforward and non-stigmatising ‘gateway’ into targeted support for those who need it. Embedding trauma-informed approaches across council services and partner services will provide an emphasis on the relationships and connections children have with their families, teachers, professionals, community and city. Children and families will benefit from inclusive and cohesive support networks that develop around them. We are also committed to developing a Youth Zone in the south of the city which will offer world class, everyday provision to support young people through an expansive offer of leisure and support. Our vision for this is that it will be fully inclusive and will work alongside the web of local support that already exists across our communities.

CYP3

## Equity in education

Help improve educational outcomes, value diversity, and reduce educational inequality at all stages of education. Work with education providers to become an inclusive, zero-exclusion city, making sure high quality specialist provision is effectively targeted. Ensure that the system can meet the needs of COVID-19 recovery and provides children and young people with the academic, social and emotional development they need.



**Development and Delivery** **Equality and Inclusion** **Resilience**

For many children and young people in Bristol, education represents a positive and happy experience where they do well, progress into further or higher education and / or move into the workplace. For some, however, this is not the case and turning things around for our most disadvantaged and vulnerable learners represents our greatest challenge in education. Even before COVID-19, educational outcomes for children and young people in Bristol needed to improve. There was a large difference between disadvantaged and non-disadvantaged children in ‘Attainment 8’ scores at the end of Key Stage 4<sup>1</sup> and similar disparities in rates of absences and exclusions. Nationally, vulnerable groups of children are more likely to be excluded, and their outcomes are poorer<sup>2</sup>. They are less likely to achieve good passes in GCSEs, more likely to not be in education, employment and training, and at higher risk of becoming a victim or perpetrator of crime. In line with our Belonging Strategy, some schools in Bristol are adopting trauma-informed approaches to improve early interventions and reduce exclusions, acknowledging that a young person’s behaviour or reactions might be related to the childhood adversities they are experiencing<sup>3</sup>.

Recognising that the education and support for children with Special Educational Needs and Disability (SEND) has not been good enough, we have been on a significant improvement journey, ensuring we are commissioning local specialist education provision to meet the needs of children with SEND. Over the course of this Corporate Strategy, we expect our SEND provision to continue improving, co-designing appropriate support with children and families to meet their needs. We want to create the right conditions that will enable more young people with SEND and from disadvantaged backgrounds to enter further education, employment, or training.

Supporting children and young people to experience an inclusive education that meets their academic, health, social and emotional needs is a crucial step to entering employment and becoming economically active within the city, which supports their lifelong wellbeing. Our ambition is that children and young people 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. Additionally, an education that is inclusive and values diversity, provides opportunities where they learn from each other and benefit from understanding their different experiences. In achieving this, we will work both directly and with partners across the entire system to maximise opportunities for all. This includes access to further education, higher education and other training providers to help people find pathways to employment; acknowledging and building upon much existing work by the council and partners in these sectors to address educational disadvantage in the city.

1: See [Bristol Key Facts 2021](#)

2: See [The Timpson Review of School Exclusion: Government Response](#)

3: For more information see [Welcome to the Keeping Bristol Safe Partnership website. \(bristolsafeguarding.org\)](#)

CYP4

## Intergenerational equality

Lead city-wide approaches to tackling the root causes of structural inequality, breaking cycles of disadvantage, poverty and trauma across generations to improve health and life opportunities.



### Development and Delivery Equality and Inclusion

Recognising that the environment and social conditions that children are born, live and grow up in will have an impact on their future, we want all children and young people to have equitable life opportunities regardless of how they identify or where they live. Children and families living and growing up in low-income households are most vulnerable to adversities and have least resources to overcome them. This leads to a lower chance of social mobility<sup>1</sup>, as well as increasing the likelihood of poorer early childhood development, lower educational attainment, employment and income, poorer health and lower life expectancy. The correlation of multiple adverse childhood experiences (ACEs)<sup>2</sup>, trauma, poverty and poorer life outcomes are well documented. They are complexly intertwined and improving outcomes for children and young people should be seen within the wider context of tackling societal inequalities. Our other priorities and ambitions for children and young people are hampered by the effects of child poverty and social inequality. We need to break the cycle within families for future generations and support building resilience in communities, families and children and young people who are at risk.

During the pandemic there has been a 125% increase in the use of food banks for children from 2019 to 2021 and it has been said that 10 years of social mobility progress was wiped out by the first lockdown<sup>3</sup>. There are four wards in Bristol where more than a quarter of children live in relative low-income households<sup>4</sup> and three of the four worst performing areas in the country for young people going onto Higher Education are in South Bristol<sup>5</sup>. Poor experience of education and lack of qualifications is a common factor affecting our most marginalised communities, and can be impacted by sex, race, disability and other protected characteristics. This means we need to work with partners across the city to tackle entrenched societal and structural barriers that exist for many children and young people. While this is our most ambitious priority for children and young people it is important for the future of the city to build a nurturing, inclusive society where we reduce poverty and disadvantage that mean ill-health, fewer life opportunities and exclusion. We want all children and young people to experience Bristol as a city of sustainable opportunity and prosperity.

1: See [State of the nation 2021: Social mobility and the pandemic](https://publishing.service.gov.uk) (publishing.service.gov.uk)

2: See [Evidence-based early years intervention – Eleventh Report of Session 2017–19](https://parliament.uk) (parliament.uk)

3: Research findings by EEF (Available from: Best evidence on impact of COVID-19 on pupil attainment | Education Endowment Foundation | EEF)

4: [Joint Strategic Needs Assessment Health and Wellbeing Profile 2021/22: Child poverty](https://bristol.gov.uk) (bristol.gov.uk)

5: See [Bristol Key Facts](https://bristol.gov.uk)

## Theme 2: Economy and Skills

Economic growth that builds inclusive and resilient communities, decarbonises the city and offers equity of opportunity.

**Bristol has created one of the most vibrant and successful economies in the UK, but one that has not distributed its wealth equally and may face medium-to-long-term harm from the impact of the COVID-19 pandemic.**

Nationally, among the Core Cities, Bristol has experienced sustained growth in both population and economic scale and has the highest productivity levels per capita, employment and qualification rates of the major cities. Within the West of England, Bristol is the primary economic centre with nearly half of all the jobs (44.8%) and enterprises (40.1%)<sup>1</sup>. We are internationally recognised for our strengths in innovative and high value industries, including advanced engineering, the low carbon sector, professional and financial services, and the digital and creative industries. Our hospitality and tourism sector, night-time economy and cultural offer attract people from all over the world, as do our universities, who have helped create one of the highest skilled workforces of any city in the UK.

However, our city is also constrained by historic deficiencies such as, public transport capacity, a housing crisis that risks shutting out many of our essential and key workers, and persistent inequalities that mean 15% of our residents live in some of the most deprived areas in England. Low rates of Bristol young people attending university can affect their income and career progression later in life and people from deprived parts of the city and some demographic groups, including Black, Asian and minority ethnic communities, and women, have faced inequalities at work and in education.

The COVID-19 crisis has had an uneven effect on local businesses and sectors, and has also drawn attention to the economic and social importance of key social infrastructure including the voluntary, community, childcare and adult social care sectors among others. The recovery process is an opportunity to protect those areas of the

economy vital to the future development of the city, accelerate investment in infrastructure – including social infrastructure – and skills that contribute to productivity and work with businesses to improve the quality of work. As businesses rebuild, there is also an opportunity to adapt and build resilience, resource efficiency and sustainability through digital skills, supply chains and procurement, as well as supporting local business growth. However, we are not aiming to take our economy back to where it was; instead, we aim for a more sustainable, carbon neutral, ecologically positive approach and a fair, inclusive, competitive economy that supports growth across all our communities for the benefit of local people.

### What might success look like?

We are developing a detailed new framework of measures to support this Corporate Strategy, to be published in April 2022. This will help us measure if and how things are changing for the better. Among the outcomes we're working towards are:

- People can access jobs that pay at least the Real Living Wage as the norm, offer more security and fair working and employment conditions. They can access future development opportunities or career pathways when they need them through the course of their work life.
- The city economy has grown and developed in an inclusive, sustainable way and regeneration has provided sustained equitable access to jobs and careers for working-age residents from across the city who are able to work, with a focus on economically disadvantaged communities.
- People have better transport and digital connections to jobs and amenities.
- Workforces across Bristol reflect the diversity of the city, and face fewer barriers to employment, including those from more deprived backgrounds.

1: See [Bristol Key Facts](#)

## Our Economy and Skills Priorities for 2022–2027 are:

ES1

### Regeneration

Enable the growth, development and regeneration of the city in an inclusive, sustainable, healthy and resilient way. Attract investment, develop growth sectors to create and retain decent jobs, and improve access to opportunities afforded by regeneration for disadvantaged areas and groups of people. Work to future-proof the city through sound spatial planning and progress the Temple Quarter Enterprise Zone as one of the UK’s largest regeneration projects.



**Development and Delivery** **Environmental Sustainability** **Equality and Inclusion** **Resilience**

#### World Class Employment

We will focus on taking a place-based approach to regeneration, promoting inclusive and sustainable growth, ensuring provision for homes, jobs and quality places, improving connectivity, protecting waterways and green spaces, and concentrating on improving access to opportunity for communities experiencing long term deprivation. Identifying and delivering the physical, social and community infrastructure required to support growth, changing circumstances and the needs of COVID-19 recovery – such as supporting local businesses, high streets and the night-time economy – we will develop a full Regeneration Strategy for the city to help attract necessary investment and harness the regeneration benefits of growth to enable residents, businesses and communities to thrive, prosper and enjoy a high quality of life.

As we work with partners to plan for the city’s infrastructure, housing and employment needs, we will promote high quality developments, public realm and place making to encourage inclusive, sustainable economic growth and investment in the city. This means, for example, not just seeking ‘more jobs, any jobs’ but the ‘right jobs that offer decent employment, help us grow the right employment sectors and don’t exclude local people’, supporting local employment, training and apprenticeships.

A highlight of our regeneration plans for the next five years (and beyond) is the regeneration of Temple Quarter. This aims to transform a vast area close to significant areas of deprivation in the city, improving access from the south and east to Temple Meads station and the wider city centre. Job opportunities will be created for local people, as well as leisure spaces and a range of housing to meet local need. By 2041, the project aims to attract 22,000 new jobs, provide 10,000 homes and generate an economic boost of £1.6 billion per year to the city. If national investment is forthcoming, it is projected to create a cumulative job total of 8,500 and an economic boost worth £650m per year to our economy by the end of this Corporate Strategy (2028). The area is also expected to be home to a new University of Bristol Temple Quarter Enterprise Campus. This will create new educational and cultural opportunities, engage local communities, and foster an inclusive talent pipeline in financial, technological and media sectors. It will also contribute to the development of an internationally significant Innovation District, offering research, innovation, and global industry partnerships in areas with local industrial strength.

ES2

## Access to Employment

Lead partners in developing skills and routes into employment that tackle structural inequality. Plan for how the economy will change in the future and support people to access good jobs whatever their formal level of qualification. This applies whether people are starting out, re-entering or migrating into the job market, or changing roles and needing new skills.



**Development and Delivery** **Equality and Inclusion** **World Class Employment**

Employment is the route out of poverty and into improving health outcomes. For people who aren't economically active, pathways into employment need to be person-centred, providing opportunities to build confidence and personal skills for entering the labour market as well as formal skills and qualifications. We will work with regional and local partners such as the West of England Combined Authority, colleges, and training providers to build skills and improve pathways to work for young people and groups disadvantaged in the labour market, creating opportunities for better employment. By improving access to employment, we will reduce poverty and inequality, increasing the city's resilience and enhance the economic and social wellbeing of every community.

With our shared values around equality and inclusion, we will also work in close partnership with the city's two leading universities, the University of Bristol (UoB) and the University of the West of England (UWE), to support their civic and economic contribution to the city. We will also work with key Further Education establishments such as City of Bristol College. Together we can collaborate to help widen access and participation in Higher and Further Education for under-represented groups, including those from disadvantaged parts of Bristol. We will continue to collaborate with these and other partners on educational outreach activities, and to support their targeted apprenticeship and employment outreach programmes which promote job opportunities to a wider, more diverse city workforce. Working in this way we can help ensure that both skills development and employment opportunities have a strong mix of academic, technical and practical options available.

Alongside this we'll work together and with other partners to help foster and grow strong, diverse employment sectors and opportunities in the city, not only focusing on graduate-level jobs but on the way that the research, innovation and entrepreneurial expertise of educational institutions can support the inclusive, sustainable growth of an economy which offers jobs and opportunities for all.

ES3

## Good Growth

Help create inclusive, sustainable and resilient economic growth, positively influencing wider economic systems. Work towards making Bristol a Real Living Wage city with access to decent jobs for all. Secure social value and community benefits from growth and development, while using our direct power as a funder and buyer to embed social value and tackle inequality. This includes co-developing the voluntary, community and social enterprise (VCSE) sector, cultural sector and community capacity.



**Development and Delivery** **Environmental Sustainability** **Equality and Inclusion** **Resilience**

### World Class Employment

While being without work is linked to poorer health, employment is generally linked to positive health outcomes. However, jobs that are insecure, low-paid, stressful and/or dangerous make people ill<sup>1</sup>, so we need to ensure that economic growth is linked to provision of jobs that offer diverse opportunities, a Real Living Wage, greater security, high employment standards and inclusive personnel policies.

The economic impact of COVID-19 has been unequally distributed across our communities, and many who have been most negatively impacted are those who were already disadvantaged by the systemic inequality in our society. Yet, the need to address the economic impact of COVID-19 does not reduce the urgency of the climate and ecological emergencies declared in the city, and efforts to promote carbon neutrality, increase climate resilience and protect the natural environment remain key. We have collaborated as a city system on a One City Economic Recovery and Renewal Strategy, with clear priorities that are also aligned with those in the West of England Combined Authority’s Recovery Plan. Common strands include strengthening inclusion, helping people get back to work, rebuilding business, supporting an environmentally and economically sustainable recovery, and renewing our places. Our city is also part of the cross-border, pan-regional Western Gateway strategic economic partnership, and Bristol will continue to work with partners to progress opportunities for investment in sustainable and inclusive economic growth.

We know that the city and its businesses would benefit from infrastructure that provides a strong foundation for a growing green economy. Endorsing carbon neutral goals and circular economy approaches across the city will enable good economic growth that is not at an environmental cost increasing consumption of scarcer resources<sup>2</sup>. We will lead city partners in attracting eco-innovative businesses, supporting their transition and adaptation to become more sustainable businesses and providing access to green economy jobs to a diverse group of citizens, indirectly addressing issues around innovation, inclusivity and inequality. For example, it is projected that investing 0.4% (£58m) of Bristol’s annual GVA to exploit energy efficiency and low carbon opportunities will result in 0.7% GVA (£102m) annual savings in the city’s energy bill, 2,000 jobs in the low carbon goods and services sector and wider social and economic benefits such as a decrease in fuel poverty and improved resource efficiency<sup>3</sup>. Bristol’s world-class universities are an integral part of the local innovation ecosystem, and we will work with them to nurture a supportive environment that develops and attracts talent, facilitates new forms of partnership between industry and academia, and joins up Bristol’s existing strengths and innovation capabilities so that, collectively, they achieve global impact.

1: [Build Back Fairer: The COVID-19 Marmot Review](#)

2: [One City Climate Strategy \(bristolonecity.com\)](#)

3: [One City Climate Strategy](#)

As a major organisation, around £1bn flows through or from us each year, and we spend around £300m each year on vital works, goods and services that the city needs. We have made good progress on using this ‘buying power’ for social good. We will continue to develop this to help keep money local, support our city’s economy and consider the social good done by our suppliers when we consider who to award contracts to. Other sectors in the city, such as the voluntary, community and social enterprise sector (VCSE), the cultural sector and communities themselves are rich sources of expertise and people dedicated to social good, so we will work more closely with them to help organisations develop and grow in ways that enable them to compete fairly with other potential suppliers for contracts. We will also work to support and invest appropriately in organisations and enterprises led by under-represented groups, helping cultivate more diversity in our supply chain.

## Delivering as **One Council**: Cultural Investment Programme

**Bristol’s artists and cultural organisations have a local and global reputation for creativity and imagination, with a strong social conscience and drive for social good.**

The council’s Cultural Investment and Programme (CIP) is the mechanism for providing grants and support to Bristol’s cultural organisations, festivals and events, artists and the citizens they work with. It is also one of the ways we support a cultural,

community environment which is about listening, supporting, communicating and connecting to best meet the needs of the city and its citizens. With a vision to make culture accessible for all, the CIP is underpinned by aims which relate directly to the council’s priorities, particularly for inclusivity and growing a green and sustainable cultural economy.

The programme has a three-strand structure (1-year, 2-year and 4-year support) designed to be a ladder into funding for less experienced applicants from across the city, with the potential for them to grow and apply for longer term and wider support as they develop.

In an increasingly young and diverse city it is a priority for CIP to support and invest in organisations and enterprises that are led by, or benefit, under-represented groups, helping cultivate more diversity in the cultural sector. Over the next five years we will be taking a more participatory approach to decision making about cultural investment, involving more people in decisions to help maximise the reach and impact of CIP.



Many Minds: Change the Seen © Jack Offord

ES4

## Childcare

Help parents and carers to access and stay in employment and / or education by developing a city-wide approach to increasing the availability of quality affordable community and workplace-based childcare.



**Equality and Inclusion** **World Class Employment**

Bristol has one of the highest average childcare costs in the country, making it difficult for many families to balance work and family life, and impacting the city economically. Provision of childcare is an important tool for the empowerment of women<sup>1</sup>; while women’s participation in the labour market is high, career progression or choice of employment type can be hampered by limitations in balancing work and childcare. Despite the introduction of 15–30 hours free childcare for eligible families, affordability of childcare is still a significant barrier for parents<sup>2</sup>. Only 35% of parents in Bristol feel able to afford the costs, and families with lower earnings face more difficulties with costs. Affordability is also a consideration for providers, who need to ensure their long-term viability.

Affordable, flexible and good quality childcare – including from charitable and private providers – will provide parents – particularly women – with the opportunity to pursue a wider range of career development or studying opportunities that potentially increase future earnings and provide children. It also supports child development enabling children to start school on a more equal footing between areas of higher and lower deprivation.

1: [Affordable Childcare Report](#)

2: [Childcare Sufficiency Assessment 2018](#)

ES5

## Digital Inclusion

Work with partners to tackle digital poverty, helping make sure citizens and voluntary, community and social enterprise (VCSE) organisations have the equipment, internet access, skills and knowledge they need to access online opportunities effectively and safely.



### Equality and Inclusion

The COVID-19 pandemic highlighted the growing digital divide that excludes people in an increasingly digital world, resulting in unequal access to social opportunities, training and work. With so much moving online during the pandemic, it is likely that parts of this new way of living will be set to stay. Tackling digital inclusion is now, more than ever, a significant priority if we are to make sure everyone can access basic services. Getting more people online who want to interact in this way will also create capacity in offline services, such as call centres and face-to-face support, to better serve people who need or prefer this option.

There is often a flawed assumption that the infrastructure is in place for connectivity, that everyone has access to technology, can afford to purchase it, can afford the data to get online and has the skills and confidence to use it effectively and safely. Our Quality of Life survey, however, suggests around 4% of households in the city do not have internet access at home, and this rises to 8% in our most deprived areas. Around 5% of people from deprived areas report not being able to afford a connection, whilst over 20% report feeling restricted by broadband speed or reliability. People in deprived areas are less likely to feel comfortable using digital services, with 28% reporting a level of discomfort doing so compared to 18% in less deprived parts of the city<sup>1</sup>.

National studies clearly show that digital skills and internet use are closely related to income and employment status, as well as age. We have already worked with Bristol Waste and other city partners to recycle and re-distribute over 3,000 former council laptops to help reduce digital poverty in the city. Moving forward we will work as a member of the One City Digital Board and regional partners to take a joined-up approach to improving digital connectivity and increasing the local provision of digital skills training and support. Together we will develop a holistic city strategy with a clear vision, structure and roadmap for connectivity in the city, so that everyone who wants to be online and use digital services can do so affordably and safely.

1: [The quality of life in Bristol - bristol.gov.uk](https://www.bristol.gov.uk/quality-of-life)

## Theme 3: Environment and Sustainability

Decarbonise the city, support the recovery of nature and lead a just transition to a low-carbon future.

**Bristol is committed to become carbon neutral, climate resilient and better for nature by 2030. To achieve this, over the 2020s we need to radically rethink how we live, work and invest in the city. We also need to prepare for the changing climate, which is having impacts on health, livelihoods, food security, raw materials, water supply and economic growth. The people and neighbourhoods most at risk are those already marginalised and disadvantaged. In Bristol, some of our most deprived wards are the most vulnerable to the impacts of climate change, such as increased flood risk and summer overheating.**

As we work with partners to decarbonise Bristol and create a more circular economy, we must recognise that we cannot uniformly pass costs on to citizens. The transition to a low-carbon city needs meaningful national investment and support from the Government and investors. Many people cannot afford to buy a cleaner vehicle or upgrade their home, and as we make changes to how we live it is vital we do so in ways that don't leave people behind or further marginalise them. The whole city system needs to take on the challenge and responsibility to act, from making the big changes in industries to providing decent employment that enables more people to do their bit.

We need similar urgency and collaboration in also tackling the ecological emergency facing the city. Working alongside partners we must radically transform the way we manage our city and the surrounding countryside if we're to halt and reverse declines in wildlife and restore a healthy natural environment for people and wildlife. We are working together as a city to ensure that 30% of Bristol's land is managed for the benefit of wildlife by 2030. We will create space for nature, and unite to find new, fair and inclusive ways to reduce and eliminate the threats to habitats and wildlife.



As we plan for the future and update old infrastructure, we will balance environmental and ecological needs with social and economic ones. These are not necessarily in competition with each other, and by working together with partners and citizens we can create places that are fit for a low-carbon, nature-friendly future while offering a better quality of life.

### What might success look like?

We are developing a detailed new framework of measures to support this Corporate Strategy, to be published in April 2022. This will help us measure if and how things are changing for the better. Among the outcomes we're working towards are:

- We have reduced and offset the total CO<sub>2</sub> emissions in Bristol to make us carbon neutral by 2030.
- We see a positive recovery in nature and biodiversity.
- We have measurably cleaner streets and produce less waste.
- We have major new investors creating clean economic growth and funding environmental and climate initiatives.
- People enjoy clean air.
- People with lower incomes aren't unfairly disadvantaged by changes that are made.

## Our Environment and Sustainability Priorities for 2022–2027 are:

ENV1

### Carbon Neutral

Drive delivery of the One City Climate Strategy aim for the city to be carbon neutral for all emissions by 2030. Work to secure major external investment, including £1bn through the City Leap programme. Bring everyone with us in our just transition to a low-carbon future.



**Environmental Sustainability** **Resilience**

We all need to take urgent action to reduce our carbon emissions and to increase our resilience to climate change. For our part, we are committed to achieving carbon neutrality for our direct emissions and aim to do this by 2025 and we have endorsed the One City Climate Strategy. The achievement of our climate goals is being delivered through a wide range of projects and services across the council. In addition, we have approved a £4m Climate and Ecological Emergency Programme which will boost action to reduce emissions, build climate resilience and support city partners and citizens to act.

Becoming carbon-neutral as a council and across the city will require changes in national policy and action by Government, the adoption of new technologies, and major investment from outside sources like the Government and private firms. We estimate that for Bristol to reach its 2030 goal, the capital cost relating to heat and transport infrastructure would be around £9bn, so our success is largely dependent on financial factors outside our direct control.

However, where we can influence the system or make a direct difference we will do so. For example, our City Leap programme is a series of energy and infrastructure investment opportunities relating to heat networks, smart energy systems, energy efficiency for homes and commercial buildings, renewable energy and more. It will help to create jobs, maintain our economic competitiveness, de-carbonise the city and build strong partnerships. It provides an opportunity to deliver something truly transformative for Bristol, building a city-wide energy system that will protect the environment and improve the quality of life for the people of Bristol. We will continue work to develop this programme and form a joint venture with an external investment partner to take it forward.

## Delivering as One Council: The Bottle Yard Studios and Bristol Film Office

In 2020 The Bottle Yard Studios and Bristol Film Office established a ‘Green Team’ to support implementation of a range of decarbonisation projects to buildings and processes, as well as to provide film and TV production teams with resources to work in more sustainable ways at the studios or when filming on location. Projects include:

- Aiming to insulate walls, roofs and ceilings and install low-carbon heating in two studios, to result in carbon emission reductions of at least 60%.
- Continuing replacement of existing lighting with LED.
- Heat source pump and solar solutions survey to develop options.
- Switching to a 100% renewable energy provider.
- On-location toolkits, providing information about green industry suppliers and waste solutions.
- Working with the council’s sustainability teams to communicate about Bristol’s clean air commitments with film and TV industry stakeholders.



ENV2

### Ecological Recovery

Drive delivery of the One City Ecological Emergency Strategy and the council’s own action plan. Increase space for nature, reduce the use of pesticides, make waterways cleaner and reduce everyone’s use of products that undermine the health of wildlife and wider ecosystems. Double the city’s tree canopy by 2045.



**Environmental Sustainability** **Resilience**

We are committed to making Bristol more ecologically resilient and wildlife rich by 2030. Building roads and other transport routes have all contributed to the destruction and fragmentation of wildlife habitats over many decades. We need to learn lessons from the past and as we accommodate new economic and social growth – for example by planning for new homes and creating better transport – we must put back lost habitats and wildlife corridors, guided by data on how to support nature recovery networks.

The One City Ecological Emergency Strategy has been endorsed by the council and is committed to making sure that at least 30% of land in Bristol is managed for the benefit of wildlife by 2030, that the use of pesticides in Bristol is reduced by at least 50% by 2030, that 100% of Bristol’s waterways have water quality that supports healthy wildlife by 2030 and that people and businesses reduce consumption of products that undermine the health of wildlife and ecosystems around the world. Through both our core work and the additional funding allocated through the Climate and Ecological Emergency Programme, the council will deliver on our share of the priorities outlined in both the One City Climate and Ecological Emergency Strategies. Our key actions are set out in our Ecological Emergency Action Plan.

ENV3

## A cleaner, low-waste city

**Create a cleaner city and become a national leader in reducing waste. Help the city reduce its consumption of products and transform its relationship with waste, increasing recycling, repair, reuse and sharing of goods. Use waste to create energy.**



### Environmental Sustainability

Our annual Quality of Life Survey indicates that while satisfaction with both waste collection and recycling services has increased since 2019, there is still room to improve, and satisfaction was lower in more deprived parts of the city. The proportion of residents who thought street litter was a problem remains high city-wide (82%)<sup>1</sup>.

Creating a pleasant environment – building on the aspirations of our Clean Streets programme – remains important to us, but waste is not only about cleanliness and improving the appearance of the city. The amount of waste we generate is an indicator of consumption, and we need to reduce this to meet many of our goals, from addressing climate change and supporting nature, through to improving public health and tackling poverty.

Our ambition is to design cleanliness into the city with the policy, infrastructure and other choices we make. We need to incorporate sustainable lifestyles and environmental needs in the future design of the city, creating a built environment that is designed to reduce issues like waste, graffiti and other common blights.

Over time, we need to transform the city’s relationship with waste, and we are developing a new Waste Strategy to support this transition. We aim to minimise the city’s demand on natural resources, prevent or minimise waste generation and maximise the repair, re-use, recycling and recovery of resources. As we do this, we can expect to see less waste needing to be collected or sent to landfill, and a higher recycling percentage of the waste that is still generated. We want our rates to be amongst the best across major UK cities.

There are many practical actions we will take to support this, both in working directly and as a client for our wholly owned waste company, Bristol Waste. Among these are working to complete and open Hartcliffe Way recycling and re-use centre, reduce our large item collection fee and make it easier for people living in flats to recycle. We will increase the number of fly-tipping and litter enforcement officers and work with communities to reduce on-path and pavement clutter to help make neighbourhoods more accessible and enjoyable.

1: [The quality of life in Bristol - bristol.gov.uk](https://www.bristol.gov.uk/quality-of-life)

## Delivering as **One Council**: Big Tidy

Big Tidy delivered 4,320 hours of clearing and cleaning, cleared over seven miles of pathways, removed 90 tonnes of fly tip and waste and brought the sparkle back to 782 homes.

The project was launched in October 2019 with the aim of working intensively across 16 Bristol wards to deliver visible and measurable environmental improvements. The joint council and Bristol Waste Company team had the cleansing and engagement resources needed to make real improvements to areas, whilst making sure that:

- Communities and businesses were engaged and involved, knowing about the work that was done
- Environmental crime issues were enforced robustly
- Performance was measured and learning captured and shared
- The improvements made by the team were communicated to the city.

By the end of its first year, it had improved over 700 streets, removed over 3,000 pieces of graffiti, and issued more than 600 legal notices or warnings – working without pause during lockdown. Big Tidy was so well received that it was extended to cover the remaining Bristol wards in October 2020.

Between February to June 2021, the council’s Housing team funded a Big Tidy and grounds maintenance team to work with its housing officers to deliver significant improvements across 18 high and low-rise blocks and the areas surrounding them. Over the four months, Big Tidy improved communal areas and green spaces, fixed broken fences and benches, improved bin stores, cleared heavily littered areas, removed detritus, weeds, dog fouling and graffiti, tackled abandoned vehicles, waste in gardens, and engaged with residents who had ideas about how they could improve where they lived.



ENV4

## Climate Resilience

Minimise our contribution to future shocks and stresses, invest in infrastructure and systems that cool the city and help us adapt to the effects of climate change. Do this in ways that provide inclusive, sustainable economic growth.



### Environmental Sustainability Resilience

Climate change is already happening, with recent decades being warmer, wetter and sunnier than the 20th century<sup>1</sup>. While we will do all we can to tackle it, we must also accept the practical need to adapt to its effects. Doing this means investing in our existing and new infrastructure, making changes that provide new chances to re-design things to fit our current and future needs.

With extreme weather and flooding becoming more common, we need to make sure that our existing and new infrastructure is resilient to the impacts of climate change. New infrastructure needs to be prioritised, planned, designed, built and operated to account for the climate changes predicted to occur over coming decades, while existing infrastructure may need to be retrofitted, adapted or managed differently. Doing this provides chances to make facilities, roads, bridges and other infrastructure more accessible and sustainable, for example, by taking those opportunities to increase space for pedestrians, cyclists and people with mobility issues.

Climate-resilient infrastructure has the potential to improve the reliability of service provision, increase the operating life of our assets and contribute to a more sustainable economic recovery for the city. It can also make places nicer to live, work and visit, for example by designing them to be cooler, shaded and with better tree cover and other natural features that help us adapt to a changed climate.

1: [Royal Meteorological Society State of the UK Climate 2020 report](#) (State of the UK Climate 2020 – International Journal of Climatology)

ENV5

## Global Leadership

Show global leadership in delivering the UN Sustainable Development Goals at a local level and developing best practice across international networks. Work with partners to advocate for a greater voice for cities within national and international decision-making, including the UN, UK100 and C40.



**Environmental Sustainability** **Equality and Inclusion** **Resilience**

The UN Sustainable Development Goals (SDGs) provide a global framework for the interconnected challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. They have been adopted by all UN member countries and are due to be achieved by 2030. As we seek to recover and renew following the COVID-19 pandemic we are conscious that cities are increasingly seen as important actors in the delivery of the SDGs. Former UN Secretary General Ban Ki Moon stated that “Cities are where the battle for sustainable development will be won or lost”. Bristol is recognised as a leader in how it has aligned its city planning and delivery to the SDGs, measured local progress and contributed to important international forums that influence other cities and governments.

To take meaningful local action we need the right powers and financial investment. Our collaboration with other global cities and networks allows us to strengthen the voice of cities. This is vital in shaping the policy and finance solutions needed from national and international governments and the private sector to deliver on inclusive, sustainable growth.

Our strong global reputation gives us access to influential forums that have world leading expertise and links to funders. For example, the Mayor is a member of the global Mayor’s Migration Council, which has linked us to the C40 Cities Leadership Group, a network of mayors committed to urgent action on climate change, and large philanthropic organisations such as Open Society Foundations and Bloomberg Philanthropies. These links have helped inform our approach to tackling the climate emergency as well as our strategy for refugees and asylum seekers; recognising the skills, experiences, and the positive social and economic contribution newcomers can make to the city.

## Theme 4: Health, Care and Wellbeing

Tackling health inequalities to help people stay healthier and happier throughout their lives.

There is clear evidence that social and economic inequalities lead to health inequalities<sup>1</sup>. Inequality of income, in housing conditions, education and schooling, and workplace conditions can all lead to persistent stress and poverty that result in lower levels of wellbeing and more ill-health along with challenges for carers.

We will take a public health approach to tackling health inequalities, focusing on preventative and early intervention approaches that are person-centred and rooted in communities. Working across the whole system to find opportunities to improve health and wellbeing, focusing on the factors that contribute to good health and helping people maximise their wellbeing, rather than only responding to ill-health. As part of this we will continue to take a 'Health In All Policies' approach, meaning whenever we develop a new policy on any given topic, we consider how we can pro-actively benefit people's health and wellbeing.

The COVID-19 pandemic has had a huge impact on health, care and wellbeing in Bristol, both directly from the disease and indirectly from the restrictions to our freedoms and the effects on the economy and the care sector. It has reinforced existing health inequalities in Bristol, with a much greater impact being seen on older people, citizens living in more deprived areas, individual carers and people from Black, Asian or a minority ethnic backgrounds. Yet, the urgency of dealing with COVID-19 has also helped strengthen partnership working across the city and we want to continue to build on this to raise living standards and health outcomes for all, ensuring equity for the most marginalised in the city.



### What might success look like?

We are developing a detailed new framework of measures to support this Corporate Strategy, to be published in April 2022. This will help us measure if and how things are changing for the better. Among the outcomes we're working towards are:

- We have reduced the health inequalities that depend on where in the city you live, people feel that their physical and mental wellbeing is as good as possible, and gaps in healthy life expectancy between affluent and deprived areas of the city will be reduced.
- Where help is needed, people are supported in a way that meets their personal needs and can be accessed through their community. People will be more able to live independent, fulfilled lives including as they grow older, with less need for the kind of care services that remove people from their homes.
- Fewer people will be affected by their mental health in a way that causes self-harm, suicide or harmful behaviours.
- Health and care services will be integrated with community and voluntary partners to help communities in the way they want and the health and care system is co-created with citizens who are heard and empowered.

1: [Build Back Fairer: The COVID-19 Marmot Review](#)

## Our Health, Care and Wellbeing Priorities for 2022–2027 are:

HCW1

### Transforming Care

Work with partners to implement an Integrated Care System – transforming adult social care and joining up health, care, education, skills, and community activities. Support people to be as resilient and independent as possible; developing their assets to live fulfilling lives. When more support is needed, this will be person-centred, offering people choice and control. Co-create a system that takes a public health approach to achieve health and wellbeing equality for local people of all ages and backgrounds. Work together to attract and retain a suitable health and care workforce.



**Development and Delivery** **Equality and Inclusion** **Resilience** **World Class Employment**

Integrated care services will be in place across England by 2022. Integrated care aims to give people the support they need, joining up services across local councils, the NHS and VCSE organisations. It removes the competitive environment between hospitals and family doctors, between physical and mental health, and between NHS and council services, which has meant that too many people experienced disjointed care. Co-designing services with the people and communities who use them will help people shape care in the way that is best for them and provide holistic support to improve health and well-being outcomes. The proportion of older people in the population is expected to increase by 40% between 2018 to 2043, increasing the demand on services such as Adult Social Care. Our Adult Social Care Transformation programme will help prepare for changing needs aligned with the Integrated Care System, enabling people to live independently for as long as possible within their local communities.

Our ambition is to offer the right level of support to people that maximises their health, independence and wellbeing. There will be a focus on preventative measures and short term, early interventions that have been co-created with people and the VCSE sector providing holistic, person-centred support in an integrated health and social care system. Should longer term care be required, we will explore innovative approaches to ensure that people regain and retain independence as much as possible.

We will seek the views of those with lived experience and co-produce our services with people and community organisations, building on evidence and best practice. We will also align our social work operational teams to a three local area model (Bristol North and West, Bristol South and Bristol Inner Central and East) to ensure greater integration with health and community partners. We will also value and support our health and care workforce, developing a charter to improve pay, status, and treatment of care workers and enhance the flexibility of skills training to improve recruitment of care staff and allow for career progression. As well as recognising and supporting the contribution made by unpaid carers.

## Delivering as One Council: Bristol Operations Centre

Our state-of-the-art Operations Centre brings together some of Bristol’s critical support services. It houses our Emergency Control Centre, Traffic Control Centre and Community Safety (CCTV) Control Rooms together in a single space, operating 24 hours a day, 365 days a year.

While the centre is best known for managing traffic systems, tackling crime and providing support to major emergencies in the city, it is perhaps less known for its critical role in helping people stay safe and independent in their homes as they grow older.

The centre provides emergency response services for telecare and assistive technology users, monitoring home and personal alarms and responding to welfare needs of subscribers. This gives older and / or vulnerable people and their families peace of mind and helps people to stay independent and confident in their own homes. The service handles nearly 50,000 welfare and telecare calls each month, with specialist staff working around the clock to provide support. Since its launch in 2017 the service has gone from strength to strength and now supports nearly 17,000 people nationwide. The service is accredited to the highest quality standard issued by the TSA, which is the accreditation body for telecare. Services like this one are vital in supporting our priority to transform Adult Social Care and enable more people to enjoy better wellbeing and independence as they get older.

HCW2

## Mental Health and Wellbeing

**Alongside partners, increase mental health support and training to help tackle the causes of poor mental health and wellbeing such as adverse childhood experiences and trauma. Co-develop community and cultural assets that reduce inequalities and help build resilience. Make sure there is better integration across local mental health systems, with improved services and outcomes.**



**Equality and Inclusion** **Resilience**

The link between the adversities in life and poor mental health is well recognised and changing attitudes towards mental health has highlighted the need to address underlying trauma and root causes rather than symptoms of poor mental health and wellbeing<sup>1</sup>. The impact of the COVID-19 pandemic has affected both physical and mental health and exacerbated existing mental health inequalities. Social distancing and lockdown measures have created social isolation, loss of routine, reduced access to formal and informal support, and school closures have had significant negative impact on young people’s mental health and long-term prospects. For some households there has also been an increase in stressors such as financial loss, loss of employment, frustration, loneliness, fear of infection, worries about the future, or lack of access to support, further exacerbating mental health outcomes within the household.

1, 2: [Build Back Fairer: The COVID-19 Marmot Review](#)

We knew before the pandemic that children and adults living in households in the lowest 20% income bracket<sup>2</sup> are two to three times more likely to develop mental health issues than those in the highest. Our ten-year Mental Health and Wellbeing programme, [Thrive Bristol](#), focuses on prevention and promoting good mental health, reducing the stigma and discrimination associated with mental health needs, and increasing mental health understanding and literacy.

Recently we have been working with NHS Bristol, North Somerset and South Gloucestershire Integrated Care System and other partners to redesign our Community Mental Health Services and embed recommendations of NHS England’s [Advancing Mental Health Equalities Strategy](#). This will be implemented alongside Green Social Prescribing for communities experiencing significant health inequalities.

While ensuring that children and young people can access support at the right time when it is needed, schools are in a strong position to identify mental health and wellbeing needs early. They are supported by Thrive Bristol and a range of whole-school intervention programmes and resources available through [Bristol Healthy Schools](#). There is therapeutic work available through Targeted Youth Support and Off the Record, Kooth and Creative Youth Network’s team of Wellbeing Practitioners. Additionally, our introduction of trauma informed practice will help children build resilience and manage trauma they may experience, providing a sense of control in their life without the need to use harmful methods of coping.

## Delivering as **One City**: Thrive Bristol supports mental health in schools

Thrive Bristol is our city’s 10-year programme to improve mental health and wellbeing. It is focusing on how different parts of our city – such as our communities, our places of education and work, and our homes, can keep us mentally healthy, recognising that as little as 10% of our population’s health and wellbeing can be linked to access to healthcare.

Our current focus is supporting all schools in Bristol to develop a ‘whole school approach’ to mental wellbeing – for the benefit of pupils and staff. This includes award schemes that provide clear criteria and support to help schools, and a toolkit to offer information on best practice for improving mental health and wellbeing, sharing what has worked well in other classrooms across Bristol.

The programme is also working with black, Asian and minority ethnic communities to better understand what a culturally informed approach to mental health looks like.

Thrive Bristol is led by partners from across the city through the Thrive Bristol Steering Group.

HCW3

## Poverty

Tackle the root causes of poverty, reducing the impact of social and economic disadvantage on the health of different groups of people. Take action to help 10,000 households in Bristol suffering food insecurity, including access to culturally diverse, nutritional food and building on the success of Gold Sustainable Food City.



**Development and Delivery** **Equality and Inclusion** **Resilience** **World Class Employment**

Tackling the root causes of poverty is an ambitious priority for the council, however it is only in working with partners to address this systemic problem that we will be able to help people live happier and healthier lives. Poverty is complex and intertwined with many other priorities in our Corporate Strategy such as homelessness, fair access to housing, mental health, access to employment and transport, digital inclusion, and intergenerational equality for children. All of these priorities have seen significant negative impact from the COVID-19 pandemic linked to poverty and disadvantage. It is only by tackling poverty together with other priorities that we can make the difference on life and health outcomes for the most marginalised people and build a city where everyone can share in its success. Many groups which are often faced with inequalities and inequity are similarly disproportionately impacted by poverty, with those more likely to be living in poverty including disabled people and those from ethnic minority backgrounds, women, single parents and carers, among others.

Our most recent [Quality of Life survey](#) indicated that 13% of households in the most deprived areas of the city experienced ‘moderate or worse food insecurity’ and that the percentage of people living in these deprived areas who went to a food bank (or charity) in the last year rose significantly to 8% (from 3% last year)<sup>1</sup>. Inequalities in household income and access to food are just two of the many reasons why people experience food insecurity and diet-related ill-health. These factors all contribute to making it harder for people to eat a healthy, balanced diet in a food system where unhealthy food options are cheaper and readily accessible.

We are committed to tackling food insecurity. In June 2021 Bristol was officially awarded the status of [Gold Sustainable Food City](#), recognising the positive work undertaken to make Bristol’s food system better for our people, our city, and the planet. Yet, achieving Gold is not the end of our journey. A resilient recovery from COVID-19 must include our local food economy, and we will continue to encourage local, ethical and sustainable sourcing, and champion the economic and social value of our independent food sector. A Food Equality Strategy and action plan is being co-produced with Feeding Bristol. This will identify key priorities and targeted actions to address food inequality in the city, as well as tying in with the broader poverty agenda. We are also working with partners including the Bristol Food Network to develop the One City Good Food Action Plan 2030 to create a more sustainable food system in the city.

1: Available from: [The quality of life in Bristol – bristol.gov.uk](#) Recommendations of the Citizens’ Assembly – Bristol – Citizen Space)

## Delivering as **One City**: Feeding Bristol

In response to a city-wide pledge to see no child go hungry, Feeding Bristol was set up in 2017 to help combat food poverty and insecurity throughout our local communities. As One City, Bristol has a vast array of individuals and organisations helping to supply fresh produce to local families who need it. Feeding Bristol acts as an umbrella organisation for the city, providing a central point of contact for groups and individuals with the same aim. Together, Bristol has made a big step change towards achieving Sustainable Development Goal #2, Zero Hunger.

In response to the pandemic, Feeding Bristol uses a One City approach by working alongside over 150 community organisations, and other partners, to provide a coordinated response to the significant increases in food insecurity. They are also working in partnership with the council to develop a comprehensive Food Equality Strategy and Action Plan, that will guide Bristol to a fairer and more equitable food future.

Despite the pandemic, Feeding Bristol was able to lead and deliver their Healthy Holiday programme, supporting several thousand of the most vulnerable children with both food and fun activities during Summer 2020. During 2021 it supported the council-led initiative Your Holiday Hub which provides children and young people, who usually receive free school meals during term time, with tasty and nutritious meals during the summer holidays.

# Theme 5: Homes and Communities

Healthy, resilient and inclusive neighbourhoods with fair access to decent, affordable homes.

Having a stable home and community to belong to are key to feeling positively connected to others and the city. We want all people to be able to experience a community that is safe and healthy, helps them be an engaged citizen, and lead a meaningful collective social and cultural life in the city. However, Bristol’s appeal as a desirable place to live and work has meant high house prices and high rents, making the city unaffordable for many. The average Bristol resident now needs almost nine times their annual salary in order to be able to buy a house and private sector rents have also risen by more than the national average since 2013/14<sup>1</sup>.

This means there are large and growing disparities and inequalities in having fair access to a decent home for many people in Bristol. The COVID-19 pandemic has further highlighted and reinforced existing inequalities where more deprived areas of Bristol may be more polluted, have less green and healthy space or reduced access to other areas of the city for work opportunities and social activities. One of the recommendations from the recent [Citizens’ Assembly](#) was that we fundamentally ‘re-imagine the places we live so that they are people centred’. Good urban design and policies on planning, the environment, housing, transport, health, community cohesion and culture and leisure can all contribute to making more inclusive and people-centred neighbourhoods.

Bristol’s cultural and creative economy brings vibrancy and life into all communities across Bristol, it also contributes significantly to the city’s economy through commercial venues, film and TV production, festival and events, as well as an amazing hospitality offer for the city’s visitors and residents. COVID-19 has been devastating for the cultural and creative sectors, straining the creative economy but also removing the ability to express and celebrate who we are as individuals, a city and as communities.



The city is rebuilding its thriving cultural and creative sector, so everyone has an equal chance to participate, enjoy cultural assets, understand the history that has shaped Bristol to the city it is today, ensuring a fair distribution of cultural capital. We will build on Bristol’s cultural offer to continue its reputation for inclusivity, sustainability, safety, vibrancy and sense of uniqueness. We will also invest in grassroots and professional sports clubs to increase resident participation in sport and physical activity in their everyday lives. Later in 2021 we will launch our ambitious Future Parks Programme to help shape the future of Bristol’s Parks and Green Spaces providing healthy outdoor spaces for all residents to enjoy across the city.

We know from our annual [Quality of Life](#) survey that residents want to feel safe in their communities<sup>2</sup>. Over the past 24 months the Keeping Bristol Safe Partnership has taken a city-wide approach to tackling harassment, hate crime and discrimination and has worked collaboratively with relevant agencies to provide a person-centred approach to safeguarding and promoting people’s welfare. We will continue to take a zero-tolerance approach to abuse or crime based on sex, disability, gender reassignment, race, age, religion or sexuality.

1: [Bristol Key Facts 2021](#); [Joint Strategic Needs Assessment Health and Wellbeing Profile 2021/22](#), Housing (Available from: JSNA 2020 – Housing (bristol.gov.uk)) & Homelessness Prevention Services (Available from: JSNA 2021.22 – Homelessness (bristol.gov.uk))

2: [The quality of life in Bristol – bristol.gov.uk](#)

We will also continue to work with the police and other partners on all elements of crime and community safety, including but not limited to tackling violent crime and violence against women and girls; promoting a safer night-time economy; addressing anti-social behaviour and neighbourhood crimes like burglary and vehicle crime. Alongside this will be continuing engagement, education and early intervention to help prevent crime and divert people from this path as early in their lives as possible.

Domestic abuse is also a particular focus. The recent [Mayoral Commission on Domestic Abuse](#) includes 35 recommendations that the city will take forward; moving us towards becoming a safer, kinder place where victims and survivors of domestic violence and abuse feel supported and empowered to move forward and build new lives.

### What might success look like?

We are developing a detailed new framework of measures to support this Corporate Strategy, to be published in April 2022. This will help us measure if and how things are changing for the better. Among the outcomes we’re working towards are:

- More people are able to experience housing stability.
- There is more equitable access to warm, healthy, affordable homes for all people in the city.
- People can live where they choose and are able to access jobs and amenities close to where they live.
- Neighbourhoods and communities are safer, flourishing and designed to meet the needs of the people that live there.
- People have access to social and cultural experiences that reflect their own identity and life experiences.

## Our Homes and Communities Priorities for 2022–2027 are:

HC1

### Housing Supply

**Ensure the affordability, availability, diversity and sustainability of housing for all. This includes accelerating home-building in the city to at least 2,000 homes each year, with at least 1,000 affordable, by 2024. Build and retain new social housing; review the system for allocating social housing; provide more supported and extra-care housing for those who need it; pursue a ‘living rent’ in the city; and ensure there are strong long-term plans for the council’s own housing stock and the use of land in the city.**



### Equality and Inclusion Resilience

As the city grows<sup>1</sup> there will be a need for more affordable housing and thoughtful use of land in the city. Homes and jobs will need to be better distributed and near to accessible public transport, and we will work to update the city’s Local Plan to consider issues such as land supply, where we earmark land for home-building and what types of housing development best reconcile the competing needs of a growing population and of our natural environment and wildlife.

1: See the 2020 [The population of Bristol – bristol.gov.uk](#)

We will review our 30-year plan for how we use our Housing Revenue Account to help meet housing need in the city and fulfil our obligations as a landlord of nearly 30,000 properties, including a new a prompt repairs promise. We know that technical definitions of ‘affordable’ don’t necessarily make housing affordable for many people, so we will work in many ways to address this – for example seeking to retain social housing stock and working with partners to advocate for the power to introduce private rent controls. We will also work to improve conditions in the private rented sector and make sure empty properties in that sector are brought back in to use, building on our success of ensuring 450 were made available again in 2020.

As we work to support older and/or more vulnerable people to remain as independent as possible within their communities, we will provide more supported and extra-care housing, offering a range of care options and solutions that support people to live fulfilling lives in their communities.

We will also work as a client and partner to our wholly owned housing company, Goram Homes, to help ensure its alignment to our strategy and supporting it to fulfil its role in delivering some of the city’s necessary housing supply.

HC2

## Low and Zero Carbon Homes

**Work to decarbonise housing while improving warmth and benefitting people’s health. This includes building innovative, low or zero carbon homes; retrofitting existing housing stock; promoting schemes for private homeowners and exploring innovative financing and modern methods of construction.**



**Environmental Sustainability Resilience**

When new homes are built across the city, it is vital that this is done in low or zero carbon ways that help us meet our ecological and environmental ambitions for a sustainable economic recovery. In fact, we intend to develop new planning policy at the earliest opportunity to ensure zero carbon standards are applied.

When the council builds homes, we will continue to deliver low carbon homes and aim for zero carbon standards. We will also ensure that investment and maintenance of existing council stock is carried out in a way that minimises the carbon footprint. Our aim is to be a national exemplar for utilising innovative and modern methods of construction delivering sustainable, affordable housing at pace.

Ensuring all people are able to efficiently heat their homes and reducing fuel poverty can reduce damp conditions and improve the health of occupants. As well as reducing carbon emissions, this enables everyone to live more sustainably. Existing homes will require a range of schemes to help lower their carbon emissions. This was also a recommendation arising from the recent [Citizens’ Assembly](#). These would need national Government investment or legislation to support private homeowners, and we will work to ensure good local delivery and take-up of any such schemes that are forthcoming, and that high quality local information and signposting is available.

With substantial external investment needed at a national level, we will join with others to campaign for government funding to enable all council homes to be retrofitted to help make them more energy efficient, reduce their carbon footprint and contribute to addressing the impact of climate change. Similarly we will press for substantial national commitments to supporting private homeowners with adaptations.

## Delivering as One City: Hope Rise<sup>1</sup>

Hope Rise is an environmental and socially focused development, completed in 2020, which has delivered much needed council housing in St George for young people in need of affordable housing and those at risk of housing crisis. The scheme offers something truly innovative, a first for the city and of its kind in the UK. Firstly, it re-imagined existing land use by building homes above a car park. Secondly, together with Bristol Housing Festival we partnered with YMCA to make sure support structures were in place for new residents. Hope Rise is a brilliant demonstration of how innovation can help solve the housing crisis while providing beautiful, low carbon homes.



This was the first time that council housing in Bristol had been allocated to ‘Community Builders’ (individuals recruited by the YMCA to a voluntary community-cohesion role) or allocated to individuals committed to the values of the development.

Relationships between individuals and organisations were critical to the success of this project. We built, own and manage the homes, and have worked with ZED PODS, YMCA, and Bristol Housing Festival to bring it to life. Other stakeholders included local residents, Michelmores, South West Procurement Alliance, Turley, Impact Modular, Commonweal Housing, UWE, Centre for Thriving Places and Upfest.

HC3

## Homelessness

**Reduce and prevent homelessness and rough sleeping, tackling underlying causes. Reduce the number of households in temporary accommodation. Where people have high or complex needs, take a ‘Housing First’ approach to provide stable accommodation at the start of providing wider support. Help prevent homelessness by building and retaining social housing, supporting good mental and physical health, developing employment and skills opportunities, taking ethical approaches to debt collection and responding to the diverse needs of different people.**



**Development and Delivery   Equality and Inclusion   World Class Employment**

Bristol has experienced rising rates of homelessness and rough sleeping over the past decade, and while temporary measures taken during the COVID-19 pandemic, to house rough-sleepers and at a national level, to ban evictions and support furloughed workers, the end of these and the overall impact of the pandemic is likely to make more homeless in months and years to come.

1: See more details at [HOPE RISE — Bristol Housing Festival](#)

Given the challenges we face around increasing homelessness, it is critical that we continue to put homelessness prevention at the heart of everything we do. We will find new ways of both understanding different people’s needs and addressing the complex factors that can lead to homelessness. Stable housing is intrinsically tied to how well people are able to focus on other needs or difficulties in their lives and participate within their communities. Our Housing First and Changing Futures schemes will continue to build on existing city partnerships that support people with multiple disadvantages such as homelessness, mental health needs, substance misuse issues, domestic abuse and being in the criminal justice system.

As we work to systemically address the causes of homelessness and increase our supply of appropriate and affordable housing, we will reduce the numbers of people living in temporary accommodation, helping to improve their health and wellbeing. We will also do our part to create a city where no-one need sleep rough by 2024, in line with national and One City Plan goals.

## Delivering as **One Council**: Supported ‘Move-on Accommodation’

Supported Move-on Accommodation provides an alternative form of temporary housing to what is usually used in the city, such as emergency accommodation, hostels and supported housing.

Over 40 new homes offer a semi-independent temporary housing option where someone recovering from homelessness can have their own personal space and begin to rebuild their lives.

Residents receive floating tenancy support from experienced teams from the council and St Mungo’s, to help build their confidence and skills to maintain a tenancy, before moving on to fully independent accommodation. This support is tailored to the individual and focuses on wellbeing, establishing or re-establishing social and family relationships, training and employment, and learning skills to help reduce the risk of becoming homeless again.

In 2021 we partnered with St Mungo’s and United Communities/Solon Housing to provide an initial 46 properties, and we aim to add more houses to the programme during 2022. Each resident can stay in the property for up to three years so that are able to feel settled in their home and become part of the local community. Some people may only need the property for 6-12 months, others may stay for the whole three years. Once someone moves on from a supported move-on property, it is re-let to another person who is homeless or at risk of homelessness.

HC4

## Disability

Create improved approaches, founded upon Disability Equality, to enable and support Disabled people throughout their lives. These will be co-produced with Disabled people, including children and young people with special educational needs, and city partners.



### Development and Delivery Equality and Inclusion

We recognise that as a council we have much to do to improve our practice and capacity in meeting the needs of all Disabled people including children and young people with special educational needs. This has been recognised in several reviews in recent years, including an Ofsted and CQC inspection of the local area special educational needs and/or disabilities provision<sup>1</sup>, and Sir Stephen Bubb’s Building Rights report<sup>2</sup> which focused on challenges faced by autistic people and people with learning difficulties.

The council is committed to addressing the significant challenges experienced by all Disabled people. It will do this by following the Social Model of Disability. The Social Model recognises that people are Disabled by barriers in society, not by their impairment or difference, whether that impairment or difference is cognitive, mental, physical or sensory.

We will adopt a co-production policy and process that will mean genuine and meaningful involvement of Disabled people in policy formulation and service development to make “Nothing about us without us” a reality. The new Disability Equality Commission will help further embed disability equality across the city by way of a co-produced disability equality strategy.

We will provide a faster and more efficient service of aids and adaptations to enable Disabled people and older people to remain independent in their own homes. Accessibility for Disabled people will also be considered throughout our work on Transport and Connectivity (see Theme 6), with particular care in designing more accessible public space enabling good access to transport options.

Our Special Educational Needs and Disability (SEND) improvement programme has improved the inclusion support offer for all educational settings and every step of our improvement journey is informed and shaped by the experiences, aspirations and ideas of children and young people with SEND and their families. We will embed effective and robust planning and review cycles for children and ensure fair and efficient funding of support provision for schools, particularly to meet needs at an earlier stage.

We will deliver an early intervention team to build relationships and support parents who have questions about how to support a child with emerging additional needs and we will work with the Healthier Together Children and Young People’s Board to improve joint commissioning and strategic planning arrangements for children with complex health, care and education needs, preventing the need for care or hospital treatment through integrated family, schools, health and community support. We will continue improvement work to make sure we can provide timely, good quality Education, Health and Care Plans where they are required. In our mainstream school settings, good autism practice is embedded within policies, environments and quality-first teaching as a result of Autism Education Trust Approved Training Provider status.

All of the above will contribute to Bristol becoming a more inclusive and Autism aware place to live for all Disabled people including children and young people with special educational needs.

1: See the findings of the 2019 joint local area SEND inspection in City of Bristol ([Ofsted and CQC inspection SEND report](#))

2: See the 2021 “Building Rights” report ([Review of Bristol’s policies and actions for people with learning disabilities and autism](#))

HC5

## Community Participation

**Make sure that more people can actively participate in their community and in the life of the city. Work to make neighbourhoods safer and more accessible, with good local amenities and strong cultural and social networks. Build the power of individuals, communities and partners to play a greater role in managing social, cultural and community assets. Enable and encourage civic, political and democratic participation.**



**Development and Delivery   Equality and Inclusion   Resilience**

As well as ensuring people have fair access to decent homes, the areas around homes need to be clean, safe, close to amenities, help promote health and enable people to belong. In line with a recommendation from our 2020 Citizens’ Assembly to re-imagine the places we live so that they are people centred, we want people to live in well-designed neighbourhoods where local high streets are thriving and supporting local economic wealth, people can work and play safely, have access to healthy green spaces and sports facilities. We want all people have social and cultural experiences that reflect their own identity and life. Evolving a shared narrative and understanding of the history that has shaped Bristol will strengthen the fabric of our communities and sense of belonging, unifying the city in recovery.

We will build on existing community strengths and encourage the conditions that enable mutual support and connection for people to be involved in developing community assets and solving shared problems. By fostering a sense of community participation everyone can benefit from more resilient communities. Children and young people should continue to be engaged through formal groups as well as community co-production activity, empowering their voice in the city that they will grow up in. Through both the valued role of local councillors and new approaches to democratic participation, such as citizen assemblies, we will continue to reach out to actively engage citizens in the political process and help people to feel they have a stake in future of their community and city. We will build further on projects such as the School Streets and the Community Toilet programme, as well as innovative approaches to developing parks, play areas, libraries and community hubs and facilities for people to share neighbourhood spaces in an accessible way.

We are also making significant investments in community-based organisations and local infrastructure to strengthen the role of VCSE partners to build community capacity, support sustainability of their business models and equitable access to funding opportunities. Our £5.2m Bristol Impact Fund helps support VCSE organisations to develop their infrastructure, increase social value-based commissioning, improve resilience and support those suffering the greatest inequity in the city to thrive. Bristol’s VCSE sector not only played a vital role during the pandemic but is critical to aiding our recovery. The crisis of COVID-19 has shown that VCSE organisations and the public sector can deliver collaboratively. Aligning with the 2021 VCSE strategy – Designing A New Social Reality<sup>1</sup> we will support communities to grow their own power and take action on local decisions as to what matters most to them.

1: VCSE Research — Black South West Network

## Delivering as **One Council**: Growing the Power of Communities, Hartcliffe

‘Growing the Power of Communities’ is about embedding a community development approach in the way we work as a council.

For communities to realise their potential we need to find practical changes to simplify systems and procedures; get out of the way; build on what’s already happening; listening; getting behind community-led initiative; engaging in early conversations which value the experience and knowledge of communities as part of a team effort. As part of the Growing the Power of Communities initiative in Hartcliffe, Community Development worked alongside Children and Young People Services, Housing and Anti-Social behaviour officers to address the rise in youth anti-social behaviour.

At a community conversation, young people in Hartcliffe raised a request for a safe space to hang out in their community, it was agreed the provision of a youth shelter would positively impact and reduce youth anti-social behaviour in the area. In the past this would have been delivered directly by council officers ‘to’ the community, however taking a Growing the Power of Communities approach meant officers worked ‘with’ the local community, seeking their views and active participation in developing solutions.

Young people were consulted on the idea of a youth shelter, as well as co-design of the new community asset. The community will continue to be actively involved in decision making by council officers in the future development of the shelter, such as local young people leading potential inclusion of a multi-use games area.

# Theme 6: Transport and Connectivity

A more efficient, sustainable and inclusive connection of people to people, people to jobs and people to opportunity.

**We know that congestion, and its effect on air quality, is a major issue in Bristol and has an adverse impact on our inclusive economic growth. Inequality across the city exists in part due to a historic lack of good quality transport options available to reliably and affordably connect citizens to services, jobs, and each other.**

People living in more deprived areas are those who encounter worse air pollution, a higher proportion of traffic injuries, and live closer to major roads which cut across their communities<sup>1</sup>.

We have made progress in recent years. We have seen rising levels of public transport use in Bristol when other cities across the UK have been experiencing a decline<sup>2</sup>. We have worked with partners to keep delivering and improving the city’s bus rapid transit scheme – MetroBus – which has included improved bus prioritisation measures to prevent MetroBus and other buses getting caught up in general congestion to improve reliability. Bristol was also the first Cycling City in the UK, which brought in high levels of investment in cycling infrastructure and promotion. Bristol now has the highest proportion of people walking and cycling to work of any large city<sup>3</sup>. We want to build on this and make it easier for people to walk, cycle or use public transport. We want our transport options to be viable for all, taking into account the needs of different people including those with different access requirements, such as Disabled citizens, older people, carers and those whose mobility may be impaired.

Our ambition is for Bristol to be a city of sustainable communities that combines housing, employment, retail, education, training and leisure functions, all linked by a strong public transport network. We know that both major infrastructure and changes in behaviour take time, but over the next five years we will make progress towards becoming a better connected city that enables people to move around



efficiently, with increased transport options that are accessible to and inclusive of all. We will deliver an improved sustainable and resilient transport network that supports Bristol’s vibrant independent local centres and neighbourhoods and connects to an attractive and thriving city centre.

## What might success look like?

We are developing a detailed new framework of measures to support this Corporate Strategy, to be published in April 2022. This will help us measure if and how things are changing for the better. Among the outcomes we’re working towards are:

- The city has more public transport options which are well-used and liked.
- Our roads will be quieter and our air cleaner, with more people choosing to walk, cycle or use other forms of active transport.
- Fewer people suffer ill-health or die from conditions linked to air pollution or obesity.
- There are better rates of employment as people can afford to access jobs, education and skills opportunities, and fewer people will report feeling socially isolated.
- There will be fewer accidents and incidences of crime or anti-social behaviour in places like cycle paths, car parks or on public transport.

1: See [Bristol Transport Strategy](#); Joint Strategic Needs Assessment Health and Wellbeing Profile 2021/22; “Promoting Healthy Urban Environments “ (Available from: JSNA 2020/21 - Promoting Healthy Urban Environments (bristol.gov.uk)

2: Available from: [The quality of life in Bristol - bristol.gov.uk](#)

3: See [Bristol Key Facts 2021](#)

## Our Transport and Connectivity Priorities for 2022–2027 are:

TC1

### Connectivity

Improve physical and geographical connectivity to help include more people socially, educationally and economically. Drive progress on delivery of mass transit, tackle congestion and expand active travel infrastructure. Work in close partnership with the West of England Combined Authority to ensure progress on accessible public transport infrastructure, including additional Park and Ride facilities and pressing for mainline electrification.



Environmental Sustainability

Equality and Inclusion

Resilience

The city has been experiencing the biggest investment in transport infrastructure in living memory, setting the scene for a future mass transit system. This investment includes the first three routes of a MetroBus Rapid Transport network, linking the city centre to the North Fringe and South Bristol. There has also been widespread investment in improved cycle lanes and other infrastructure to support people to cycle, walk or use other forms of ‘active travel’.

However, despite the progress made, our annual Quality of Life survey shows 70% of citizens still find congestion to be a problem locally, and transport related issues dominate the top ten list of comments made by people when asked how to improve the city<sup>1</sup>.

There are ambitious local and regional plans to improve transport connectivity across the city further. Cycle Ambition Fund programmes are helping to improve cycle infrastructure, and transport investment linked to the Temple Quarter Enterprise Zone will provide sustainable transport access to new jobs. The MetroWest suburban rail scheme seeks to reopen old and open new stations as well as increase the frequency of suburban rail services. This includes exploring new stations at Constable Road, Ashton Gate, St Anne’s and the stations already planned as part of MetroWest which include Portway, Ashley Down, Filton North and Henbury.

Delivering this priority – including orbital travel as well as connections to the centre – will require continued collaborative working with our partners, citizens and stakeholders; the council cannot solve these problems alone and we know from our Citizens’ Assembly that people want to be involved and engaged in the planning and implementation of transport initiatives<sup>2</sup>. Bristol will continue to work closely with South Gloucestershire, Bath and North East Somerset, and North Somerset councils on the [Joint Local Transport Plan](#), which covers the West of England region. With many transport responsibilities resting with the West of England Combined Authority, we will continue to work in close partnership and make the case for necessary investment to take forward the transport schemes and actions needed in Bristol.

1: Available from: [The quality of life in Bristol - bristol.gov.uk](https://www.bristol.gov.uk/quality-of-life)

2: [Recommendation no. 11 from the Bristol Citizens’ Assembly](#)

TC2

## Improved Bus Services

Enable inclusion through better bus services. Work with partners to double frequency, improve safety and reliability, offer free travel to young people, move to a zero-emission bus fleet and increase the number of routes so more places are served.



**Environmental Sustainability** **Equality and Inclusion** **Resilience**

In recent years (up until the impact of the COVID-19 pandemic) more people have been using buses, and the bus system offers a more cost-effective, quick and efficient way to improve public transport services compared with investing in other infrastructure like local rail. Satisfaction with the local bus service has continued to rise year-on-year in our annual Quality of Life 2020 survey and now stands at a city average of 57%, meaning there is still room for improvement. Citizens living in more deprived parts of the city have lower satisfaction (55%), but this has risen significantly from 42% in 2019<sup>1</sup>. The lowest satisfaction rates are seen towards the southern and western reaches of the city’s boundaries.

A comprehensive and reliable bus network delivered by cleaner vehicles will contribute to improving travel and air quality across the city. Working with partners, we will increase the number of cleaner, greener and more accessible buses, improve ticketing systems and double of peak hour frequency on core routes to improve access to wider employment and training opportunities. We also need to make sure that more remote or deprived parts of the city are not left disconnected or disadvantaged by poorer access to bus services, and we will work to make sure that there are more routes served, exploring options with partners to address common complaints, such as people wishing to take buses around the city without having to go via the centre and/or make multiple changes.

TC3

## Safe and Active Travel

Support people to make positive changes in their travel behaviour so they can reduce car journeys, use cleaner vehicles and safely enjoy the health benefits of more active travel (such as walking and cycling) and cleaner air. Adapt transport infrastructure – such as increasing electric vehicle charging points – to support this change.



**Environmental Sustainability** **Equality and Inclusion**

We want an equitable transition that is affordable for all and doesn’t further marginalise and disadvantage as we move to a more environmentally sustainable city and economy. We will support people to make positive changes in their travel behaviour so they enjoy more active forms of travel and reduce unnecessary car journeys. Air pollution levels in Bristol exceed government standards and affect health, causing around 300 early deaths per year in the city<sup>2</sup>.

1: Available from: [The quality of life in Bristol - bristol.gov.uk](https://www.bristol.gov.uk/quality-of-life)

2: [Health Impacts of Air Pollution in Bristol](#)

Emissions from diesel vehicles are the dominant factor driving poor air quality<sup>1</sup>. Action is being taken, including developing and launching a Clean Air Zone in the centre of the city to help discourage high-polluting vehicles and fund positive changes to mitigate the impact of traffic-related pollution. This will make sure we reach legal compliance for air quality levels as quickly as possible and in keeping with timescales required by the Government. A range of measures are being put in place to make the scheme as fair as possible and mitigate its impact on people from lower-income households.

However, exposure to poor air quality is not the only factor that can discourage walking, cycling and other forms of active or more sustainable travel. We must also improve the feeling of safety on public transport and our streets, and continue to reduce road collisions. Actual and perceived safety is still a big barrier to cycling in particular. Our ambition is to build a comprehensive, well connected cycle network accessible for all and segregated wherever possible, meaning free from motorised vehicles and to reduce conflict with pedestrians. This network aims to reduce barriers for all types of bikes including cargo bikes, bikes with trailers and adapted bikes for disabled cyclists.

In 2020 a Citizens' Assembly for Bristol recommended making Bristol the best city internationally to travel around, by prioritising sustainable, safe, healthy, accessible alternatives to the car for all. Similarly, in our annual Quality of Life Survey in 2020 the top comment for improving quality of life was 'reduce congestion/fewer cars', with tackling air pollution and improving cycling facilities also in the top five<sup>2</sup>. This suggests that people are prepared to support a step-change in coming years to reduce the number of cars on our roads and actions to help support this aim will be considered as we plan for the future.

## Delivering as **One Council**: Safer streets around schools

Bristol School Streets is a programme of short-term daily street closures outside schools during drop-off and pick-up times. This improves both air quality and road safety, helping create a healthier, safer environment for children. Teams across our transport, education, public health, consultation teams and more are working together to support the programme.

As well reducing traffic, Bristol School Streets helps encourage more children and families to walk, scoot or cycle to school, providing extra health and wellbeing benefits.

During 2020 and 2021 we piloted School Streets at four schools in the city, with a further four planned for the academic year running in to 2022. The schemes are well received and parents around the city have asked us to go bigger, bolder and move more quickly. However, transport regulations and traffic flows are complicated – and as much as we would like to, we cannot implement schemes overnight.

We will continue to engage with schools, residents and the school communities to make sure that we get these schemes right and that wider communities feel included, listened to, and ultimately feel the benefit of schemes that work for everyone. Look out for more around Bristol from 2022 onwards.



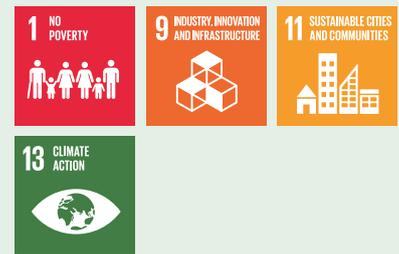
1: [Bristol Transport Strategy](#)

2: [The quality of life in Bristol – bristol.gov.uk](#)

TC4

## Physical Infrastructure

Plan, prioritise and begin a refreshed and long-term (25-year+) programme of maintenance, repair and renewal of the city’s infrastructure, such as roads and bridges. This will help make sure that the city is safer, more climate-resilient, nature-friendly and able to grow its economy in an inclusive and sustainable way.



**Environmental Sustainability** **Equality and Inclusion** **Resilience**

Bristol has a lot of older infrastructure, including major roads, bridges and flyovers, that is reaching the end of its operational life. In some cases, this could mean full replacement, and in others it will mean working on repairs and renewals. This is vital to make sure that the city is safe to travel around. In recent years we have seen several examples where this has caused issues, from the closing of the Chocolate Path, shoring up of Cumberland Road, to the complexity of the refurbishment of the Prince Street Bridge.

Part of building our resilience means having robust infrastructure. We have all seen what happens to traffic in rush hour when a single bridge or route closes, and stresses like this make us more vulnerable to the effects of climate change, extreme weather events or other issues that can disrupt or damage the fabric of our built environment.

With so many historic and older assets, we need to take a long-term approach to making sure they are safe and fit for our current and future purposes. This includes opportunities to rethink what we need and make infrastructure and its surroundings more accessible (including for disabled people and those with mobility issues), better for the environment and designed in ways that best supports inclusive, sustainable economic growth.

Of course, funding and investment is limited and projects involving older infrastructure can be extremely complex and unpredictable, often taking longer or costing more than anyone might have expected once work begins. Our approach will be risk-based, meaning it will be assessed on the threats and opportunities presented. This will always put people’s safety first, and will also consider issues such as financial cost, environmental impact, economic benefit and how critical the asset is to keep the city moving and working.

## Theme 7: Effective Development Organisation

From city government to city governance: creating a focused council that empowers individuals, communities and partners to flourish and lead.

**Being an effective development organisation means making substantial changes to our ways of working. In recent years we have worked hard to get a stronger grip on our governance and improve our approach to equality and inclusion. We have made good progress, but several challenges remain.**

The council is larger than most of its counterparts and not always more efficient or effective. We need to consider what the right size, shape and scale is for the city's future needs, streamline processes and target our limited resources to those most in need given the financial pressure we face.

Throughout the COVID-19 pandemic we learned many lessons we can build on going forward. We demonstrated our ability to be adaptable, respond quickly and work in a joined-up, cohesive way for the benefit of citizens. We have strengthened partnerships in the city and united more closely around common goals. We have worked more closely and inclusively with our communities and more effectively with the voluntary, community and social enterprise sector (VCSE). We have changed our ways of working and embraced innovative technology at a pace we have never achieved before. We have been better able to identify

non-essential activities and red-tape and can now make thoughtful decisions about if and why any of this needs to return.

### What might success look like?

We are developing a detailed new framework of measures to support this Corporate Strategy, to be published in April 2022. This will help us measure if and how things are changing for the better. Among the outcomes we're working towards are:

- Strategy and practice across different organisations and sectors in the city are better aligned towards shared goals, with partners and communities feeling well placed lead in their own right.
- Our workforce and leadership is reflective of the diversity of the city we serve, and staff feel included and able to bring their whole self to work.
- Citizens are more satisfied with the way we run things and enjoy easier access to services and consistently good customer service.
- We offer externally-assured and audited good value for money, supported by appropriate governance that enables auditors to provide full assurance.



## Our Development Organisation Priorities for 2022– 2027 are:

EDO1

### One City

Use a One City Approach to take a collective, partnership-focused approach to city leadership. Enable strong civic participation and the join-up of activities by partners towards our common goals. Work to convene, build and exert regional, national and international influence to advocate for the city and attract appropriate investment.



**Development and Delivery** **Environmental Sustainability** **Equality and Inclusion** **Resilience**

#### World Class Employment

The One City Approach brings together a huge range of public, private, voluntary and education sector partners within Bristol to work together on city challenges and set out long term ambitions for our city. It works to create change in the whole city system by facilitating participation and collective leadership between many different sectors and organisations. In doing so it brings clarity on what we’re trying to achieve together, creates extra resilience, creates new space to solve complex city challenges more efficiently, and increases the sustainability and scalability of new innovations. This aims to create better outcomes for the citizens of Bristol over the long term. The One City Approach is enabled by the City Office, a small managed hub hosted within the council and co-funded with partners, to support and co-ordinate city resources and assets.

However, the city alone cannot create all the change that Bristol needs. We rely on the right policies, strategies and investment from other sources too, whether it is from the Government, philanthropic organisations, private firms, international networks, the regional West of England Combined Authority or the pan-regional Western Gateway. We work to create a strong city voice and build relationships with important partners and networks, helping make sure Bristol can influence positive change in regional, national and international policy and that it makes a strong case for the appropriate powers and investment that it needs to flourish.

Bristol’s universities are among key anchor partners in this work, and we aim to continuing strengthening ties in ways that benefit local people and help the city deliver the UN Sustainable Development Goals. This includes harnessing the benefit of their considerable research expertise to inform policy, and to co-create solutions that address challenges such as health and wellbeing inequalities, climate change and ecological deterioration. We will also draw on these key civic partnerships to help link citizens into decision making and planning processes in the city; and to ensure there is independent evaluation of city progress on the One City Approach.

## Delivering as **One City**: Responding to COVID-19

Since April 2020, the Mayor and the City Office have led weekly COVID-19 calls with a range of city leaders and Public Health experts, bringing together senior members of staff from across the public, private, voluntary and educational sectors, to share information, consider actions and discuss a shared approach to the challenges faced by the city in the face of the pandemic.

It was through this weekly contact that many leading organisations in the city and region were able to come together, make quick decisions relating to their organisations and, in some cases, make improvements to their response to the pandemic. For example, the City of Bristol College was able to link up with the higher education (UoB and UWE) and care sectors as part of the roll out of mass testing in the city, and Bristol City Council could quickly channel vital data through to thousands of businesses in the area when needed. The collaboration also resulted in different sector heads being able to identify potential issues work and together to help make the city safer. For example, First Bus and City of Bristol College worked on managing bus capacity during the academic year to ensure social distancing could be maintained on public transport.

EDO2

### One Council

**Make it easier to get things done as ‘One Council’ by adopting more consistent standardised and well-communicated procedures and processes, with corporate support services that are the right size for the needs of the organisation.**



#### Development and Delivery

We have around 6,000 employees and invest over £1bn in the city each year. With this size and scale, we can sometimes operate as a collection of departments and services, rather than as a single, joined-up whole. This can lead to duplication of effort, and a lack of coordination and consistency. It can also make it harder to prioritise, resulting in taking on too many ambitious projects and priorities at once.

Our strategy relies on focused interventions and strong coordination of activities. We need to work more smartly and intentionally together as ‘One Council’. This will be a major organisational focus over the course of this refreshed Corporate Strategy and will make it easier for colleagues to get things done efficiently, safely and in line with our priorities.

EDO3

## Employer of Choice

Live our organisational values and show leadership on equality, diversity and inclusion across the council and city, becoming a recognised employer of choice. Make sure we have an inclusive, high-performing, and motivated workforce that is representative of the city we serve. Support people to learn, develop in their careers and maximise their wellbeing.



**Development and Delivery** **Equality and Inclusion** **World Class Employment**

Our colleagues are our greatest asset and if we want to achieve our ambitious vision and goals for the city, we need to make sure that our workforce and leadership truly reflects the diversity of the city and understands the different needs of different people and neighbourhoods. This diversity needs strong, culturally competent and values-led leadership. This will ensure inclusion within a culture where all staff are respected, heard and enabled to contribute as part of their current roles, while also developing their skills and careers. We will continue to remove any unfair barriers which staff may face, support them with improved digital tools and technology, and work to address the under-representation of some groups across all protected characteristics, care-leavers and those from socio-economically deprived backgrounds. We will make more progress in closing average pay gaps relating to gender, race, disability and sexual orientation.

Our most recent staff survey in 2020 showed that 83% of respondents were clear about what the council is here to do, and its priorities; and 79% said they believe the council is committed to creating a diverse and inclusive environment. 71% said they would recommend Bristol City Council as a place to work. These are strong results that we are keen to build upon as we continue our journey towards being an inclusive, values-led employer which enables existing staff to develop and thrive while attracting and retaining top talent when we recruit.

We know that we are on a journey, and we have made real progress to improve organisational culture in recent years. We also know that many colleagues have had an incredibly challenging and sometimes traumatic time responding to the COVID-19 pandemic. Moving forward we will be working hard to support people’s resilience, including their mental and physical wellbeing.

EDO4

## Data Driven

Improve our ethical and inclusive use of research, data, insights and information to become more data-driven and evidence-led in making decisions.



**Development and Delivery** **Equality and Inclusion**

We own a wealth of information and data, and through an ongoing programme of digital transformation we are able to do more with it. We need to manage it securely, process it responsibly and use it ethically to improve services and outcomes. We need to bring people with us and ensure people know how, when, where and why we are using or sharing data about them.

Being ‘data driven’ does not mean removing human judgement. It means using new technologies and ways of working to make the best use of data, analyse it well and present it in ways that help us understand what has happened and why. It also helps us make well-informed decisions about what we should do.

Managers and other decision makers need up to date, interactive and easy to use insights, available to the right people at the right time. Our staff need secure access to the information they need, at any time, from anywhere. To allow this, information will be treated as a corporate asset rather than something owned within a single service. This means keeping our data in one place with secure and effective governance, monitoring, audit and quality assurance.

### Delivering as **One Council**: Better data helps transform Adult Social Care

Teams in the council’s Adult Social Care and Insight, Performance and Intelligence services have moved into delivering more data driven practice.

With significant, targeted investment, over the course of six months the team has radically increased their levels of business insight, gaining a better understanding of their activity and spend.

Now managers receive monthly reports on trends across all their long-term care services, with live same day data on over 5,400 service users. The data has been made available to all Adult Social Care staff (removing personal identifiable details)

to enable them to explore and learn through viewing activity across the business by care service, primary support reason, client category, provider, age, ethnicity, location and team working with the service user. This supports good business management and a deeper understanding of what impacts events, such as COVID-19, have had on our most vulnerable people.



ED05

## Good Governance

**Make sure that we are financially competent and resilient, offering good value for money. Take safe but proportionate approaches to risk, performance, project and contract management. Enable effective democratic decision making and scrutiny.**



### Development and Delivery Resilience

With over £1bn flowing through the council each year and a diverse range of services that can include matters of life and death, it is vital that everything we do keeps citizens and the council safe. We operate under strict legal duties, including the need to provide value for money, and we often need to make difficult decisions considering the realities we face.

Good governance means anticipating our impact and judging what changes and improvements we need to make to deal with any weaknesses. We must then do things differently as a result. In recent years the council has invited a range of external and internal scrutiny of its governance and made many improvements which have been independently assessed. However, the processes and systems we use are not always the most efficient and we can do more to join-up our discussions about the different parts of governance and performance.

We must keep a good financial grip and manage things effectively without making things too bureaucratic and unwieldy, because part of being resilient means being able to be fast, flexible and adaptable in what we do. Important factors in this are having clear roles and responsibilities about governance for all staff and councillors, looking to the future as we plan, being honest about what goes well and what doesn't, making sure reality matches our perceptions and having strong external relationships. We also need effective councillor-led audit and scrutiny with a culture that is both challenging and robust, but also thoughtful and reflective. It needs to focus on the most important local issues at stages where it can add value to decision making. We must continue developing constructive relationships between officers, the Executive, scrutiny, and audit to ensure a meaningful and respectful dialogue contributes to sound decision making.

EDO6

## Estate Review

Review our operational estate to ensure we have the right amount and right quality of workspaces. Make sure they are carbon neutral by 2025, as well as climate resilient. Explore the potential for greater presence in neighbourhoods alongside partners.



**Development and Delivery** **Environmental Sustainability**

The purpose of the estate review is to ensure that service departments are adequately accommodated and to ensure that the future asset requirements for each service are identified and procured. We will, as part of the asset management process, develop a comprehensive approach to reduce the environmental impact of our estate.

Property assets are maintained and managed in accordance with corporate strategic priorities and standards and relevant property and health and safety legislation. The Estate Review is designed to enable the council to utilise its assets to deliver better, more efficient services to communities.

This also allows us to move out of leased premises and utilise our existing estate footprint to deliver services. Importantly, this also allows us to reconsider our approach to what is delivered at a ‘workplace’ as we change our approach to service delivery in response to COVID-19 and adopt new ways of working. This includes exploring new ways to join-up with partners and potentially co-locate local services.

# Glossary

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**Adverse Childhood Experiences** – defined as stressful events occurring in childhood such as:<sup>1</sup>

- domestic violence
- parental abandonment through separation or divorce
- a parent with a mental health condition
- being the victim of abuse (physical, sexual and /or emotional)
- being the victim of neglect (physical and emotional)
- a member of the household being in prison
- growing up in a household in which there are adults experiencing alcohol and drug use problems.

**Assistive technology** – equipment or devices designed to improve a person’s capabilities and independence, often used by people with disabilities

An **asylum seeker** is a person who has sought protection as a refugee, but whose claim for refugee status has not yet been assessed.

**Attainment 8 and Progress 8** became the lead Department for Education (DfE) measures of pupil performance in 2016, for pupils at the end of Key Stage 4 (age 16). Attainment 8 is a measure of overall GCSE performance across 8 subjects, including English and maths.

**Biodiversity** – The variability among living organisms from all sources, including terrestrial, marine, and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species, and of ecosystems.

**Carer** is someone who provides support, unpaid, for a friend or family member who needs support owing to disability, illness, or for another reason such as an addiction.

**Climate change adaptation** – The process of adapting, either through reducing the impact of the climate hazard, or through reducing exposure or vulnerability, to the actual or expected climate and its effects. Climate resilient: Ability of human and non-human systems to withstand and respond to future changes in the earth’s climate, such as extreme weather temperatures, flooding, increased rainfall, etc.

**Climate resilient by 2030** – In this strategy, we have used this term to mean being prepared and, adaptive planning, for a global temperature rise of up to 4.3°C by 2100 compared to pre-industrial levels.

**Disability** – The Equality Act 2010 defines disability as a physical or mental impairment that has a substantial and long-term negative effect on a person’s ability to do normal daily activities. Bristol City Council is committed to the Social Model of Disability which says that people are disabled by barriers in society not by their impairment or difference, whether that impairment or difference is physical, mental, or cognitive. Barriers can be physical, like buildings not having accessible toilets, or they can be caused by people’s attitudes, like assuming disabled people are unable to do certain things.

**Discrimination** – ‘direct discrimination’ occurs if you treat someone less favourably because they have, or you think they have a protected characteristic – for example refusing to employ them or offer them a service which they would otherwise be able to receive. ‘Indirect discrimination’ is where a practice, policy or rule applies to everyone in the same way, but ends up having a disproportionately negative impact on some people – for example a dress code that restricts certain ethnic groups or faith communities more than others.

1: [Welcome to the Keeping Bristol Safe Partnership website. \(bristolsafeguarding.org\)](https://www.bristolsafeguarding.org/)

**Diversity** is about recognising the many ways in which people are different from each other and the impact these differences can have on the opportunities people have. These differences go beyond the Equality Act protected characteristics and include class and family background.

**Employment rate** – The number in employment expressed as a percentage of everyone in that age group (in this case, all those of working age).

**Equality Act 2010** is the main UK law which protects people who may be discriminated in the workplace or in wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. For more information see [Equality Act 2010: guidance](http://www.gov.uk/equality-act-2010-guidance) (www.gov.uk).

**Food poverty** means that an individual or household is not able to obtain healthy, nutritious food, or can't access the food they would like to eat. It often results in people eating poor diets, which can lead to heart disease, obesity, diabetes and cancer, as well as inadequate levels of many vitamins and minerals.

**Fuel poverty** – Households that spend more than ten per cent of their income on fuel to maintain a satisfactory heating regime, as well as meeting their other fuel needs (lighting and appliances, cooking and water heating).

**Harassment** is unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

**Hate crime** is defined as: 'Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's race or perceived race; religion or perceived religion; sexual orientation or perceived sexual orientation; disability or perceived disability and any crime motivated by hostility; prejudice against a person who is transgender or perceived to be transgender or gender or perceived gender'. We recognise there are six different types of hate crime: racial, religious, gender, disability, transgender, and LGBT.

**Healthy Schools Programme** – a programme for all Bristol schools that want to improve the health and wellbeing of their pupils, staff and local community.

**Mass transit system** – this is a high frequency system able to transport large numbers of people quickly around the city without being affected by unexpected delays caused by congestion.

**Pay gap** is the difference between the average hourly pay of two different groups of people, for example men and women, or groups from different ethnic backgrounds.

**Protected characteristics** are the nine characteristics protected under the Equality Act 2010. They are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

**Poverty** is defined relative to the standards of living in a society at a specific time. People live in poverty when they are denied an income sufficient for their material needs and when these circumstances exclude them from taking part in activities that are an accepted part of daily life in that society, race, religion or belief, sex, and sexual orientation.

**Refugee** is someone who 'owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion, is outside the country of his nationality, and is unable to or, owing to such fear, is unwilling to avail himself of the protection of that country...' (1951 Refugee Convention).

**Social Value** – Social Enterprise UK defines Social Impact as "The effect of an activity on the social fabric of the community and wellbeing of the individuals and families", and Social Value is what is created as a result. This includes wider social, economic, and environmental benefits. Typically, councils consider Social Value when buying goods. Bristol City Council goes further by seeking to apply it to all procurement decisions, including supplies and works. We also aim to secure additional Social Value from other types of decision. To find out more, read our Social Value Policy<sup>1</sup>.

1: [Bristol City Council Social Value Policy \(2021\)](#)

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