



# Corporate Strategy

2022–2027

At a glance version



# 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 providing 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.

### Children and Young People

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

### 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 focused council that empowers individuals, communities and partners to flourish and lead.

## Values and Behaviours

**We are Dedicated**

**We are Curious**

**We show Respect**

**We take Ownership**

**We are Collaborative**

# 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 (SDGs). Each has been influenced by one or more of the five building blocks set out on the previous page.

Against each priority you will see icons that show which SDGs it helps to deliver, and which building blocks have influenced the priority, as in the example below:

Reference number	UN Sustainable Development Goals
Priority name	
Summary	  
Building Blocks	Building Blocks

## Sustainable Development Goals

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**SDG 1 – No poverty:** End poverty in all its forms, everywhere.
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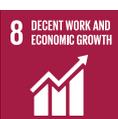
**SDG 2 – Zero hunger:** End hunger, achieve food security and improved nutrition and promote sustainable procurement.
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**SDG 3 – Good health and wellbeing:** Ensure healthy lives and promote wellbeing for all, at all ages.
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**SDG 4 – Quality education:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
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**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.

# 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.



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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.



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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.



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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.



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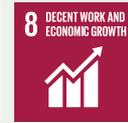
## Our Economy and Skills Priorities for 2022–2027 are:

ES1	<h3>Regeneration</h3>	
<p>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.</p>		
<p><b>Development and Delivery</b> <b>Environmental Sustainability</b> <b>Equality and Inclusion</b> <b>Resilience</b></p> <p><b>World Class Employment</b></p>		
ES2	<h3>Access to Employment</h3>	
<p>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.</p>		
<p><b>Development and Delivery</b> <b>Equality and Inclusion</b> <b>World Class Employment</b></p>		
ES3	<h3>Good Growth</h3>	
<p>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.</p>		
<p><b>Development and Delivery</b> <b>Environmental Sustainability</b> <b>Equality and Inclusion</b> <b>Resilience</b></p> <p><b>World Class Employment</b></p>		

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**

## 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

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

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

ENV4

## Climate Resilience

Minimise our contribution to future shocks and stresses, and 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

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

## 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.



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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

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 from food insecurity, including access to culturally diverse, nutritional food and building on the success of being a Gold Sustainable Food City.



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## 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

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

HC3

### Homelessness

Reduce and prevent homelessness and rough sleeping, tackling the 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.



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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

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

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

TC1	<h3>Connectivity</h3> <p>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.</p> <p><b>Environmental Sustainability</b> <b>Equality and Inclusion</b> <b>Resilience</b></p>	
TC2	<h3>Improved Bus Services</h3> <p>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.</p> <p><b>Environmental Sustainability</b> <b>Equality and Inclusion</b> <b>Resilience</b></p>	
TC3	<h3>Safe and Active Travel</h3> <p>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.</p> <p><b>Environmental Sustainability</b> <b>Equality and Inclusion</b></p>	
TC4	<h3>Physical Infrastructure</h3> <p>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.</p> <p><b>Environmental Sustainability</b> <b>Equality and Inclusion</b> <b>Resilience</b></p>	

## 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 joining-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

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

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.



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EDO4

### Data Driven

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



Development and Delivery Equality and Inclusion

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

DO6

## 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 a greater presence in neighbourhoods alongside partners.



Development and Delivery Environmental Sustainability

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