



City Office Governance Board

Agenda

15th September 2025, 9.30am

Bristol Climate and Nature Partnership, Soil Association, Spear House, 51 Victoria Street,
Bristol, BS1 6AD

	9.30	Arrival	
	9.40	'Family Photo' for inclusion on website and in One City Plan	All
1.	9.45	Welcome and introductions	Chair – Cllr Heather Mack
2.	9.50	Minutes of previous meeting – 22nd July 2025	
3.	9.55	City Office Progress Report <ul style="list-style-type: none"> For information and discussion. Update on the work of the City Office team since July meeting 	Jude Langdon - City Office
4.	10.25	One City Plan Refresh 2025 <ul style="list-style-type: none"> For decision – approval of the revised One City Plan For discussion – moving to implementation of the plan (structures, resources, engagement and next steps) 	Jude Langdon - City Office All
5.	11.05	City Partners review of membership and terms of reference For discussion and comment – current terms of reference attached	
6.	11.20	Any Other Business <ul style="list-style-type: none"> Venues for future Governance Board meetings 	All
7.	11.25	Items for next meeting <ul style="list-style-type: none"> Funding model and renewal of funding agreements VCSE Ecosystem Resilience Panel update 	

	11.30	Close	

1. City Office Governance Board Members

Sector	Organisation	Representative
Health City Office Funder (COF)	North Bristol NHS Trust	Xavier Bell Director of Corporate Governance & Trust Secretary at North Bristol NHS Trust
	University Hospitals Bristol and Weston Foundation Trust)	Rebecca Dunn Director of Business Development and Improvement
Higher education COF	University of the West of England, UWE	Tracey John Director of Research Business and Innovation at University of the West of England
Higher education COF	University of Bristol, UoB	Lucinda Parr Chief Operating Officer, Registrar and University Secretary / Marie-Annick Gournet, Associate Pro Vice-Chancellor (Reparative and Civic Futures)
Further Education	City of Bristol College, CoBC	Julia Gray Principal and Chief executive officer
Communities	VOSCUR	Rebecca Mear Chief Executive Officer
Democratic COF	Bristol City Council	Councillor Tony Dyer, Council Leader
Business	Bristol Chamber of Commerce and Initiative	Victoria Matthews Bristol Initiative Director
Local Government COF	Bristol City Council	Nick Hibberd Chief Executive
Communities	Bristol Charities	Andy Street Trustee
Sustainability	Bristol Climate & Nature Partnership	Lizzi Testani Chief Executive
Trade Union	TU South West	Ines Lage Regional Secretary
Public Health COF	Bristol City Council	Christina Gray Director of Public Health

City Office:

- Judith Langdon - Head of City Office

Minutes

Date & Time	Tuesday 22 nd July 2025 15:00 – 17:00pm
Attendees	Andy Street, Bristol Charities; Allan Macleod, UWE; Beth Williams, City Office; Carol Slater, BCC; Cllr Heather Mack, BCC; Judith Langdon, City Office; Julia Gray, CoBC; Nick Hibberd, BCC; Xavier Bell, NBT NHS
Apologies	Christina Gray, BCC; Cllr Tony Dyer, BCC; Ines Lage, TUC; Lizzi Testani, BCNP; Lucinda Parr, UoB; Rebecca Dunn, UHBW; Rebecca Mear, Voscur; Tracey John, UWE; Victoria Matthews, Business West
1.	<p>Welcome and Introductions</p> <p>HM welcomed colleagues to the room and initiated a round of introductions.</p> <p>Apologies noted (listed above).</p>
2.	<p>One City Plan Refresh – progress and next steps</p> <p>JL provided an update on the progress on the refreshed One City Plan, highlighting today’s request for the board to endorse the work completed to date and to provide guidance on next steps.</p> <p>JL acknowledged the contributions of the One City Plan working group, which has been instrumental in driving much of this work and highlighted the engagement efforts undertaken throughout the process.</p> <p>JL shared the final four One City Missions with the board:</p> <ul style="list-style-type: none"> • In Bristol, we are creating an inclusive, sustainable and equitable economy that provides good work and addresses structural inequalities • In Bristol, the circumstances that we grow up in will not determine our chances in life • In Bristol, we are building connected, cohesive communities who trust institutions and each other • In Bristol, we are acting together for a net zero, socially just and nature rich city <p>The following discussion points, actions and decisions were noted:</p> <p>The first three missions feel quite specific while the fourth is broader in scope. Could the wording be changed to ‘acting together in a socially just way for a net zero and nature rich city’? Clarification needed to understand what is the process through which the mission will be delivered, and what is the end goal.</p>

	<p>How can we be confident that the missions have been drafted in the most effective way? Does the current wording align with what we need the missions to achieve?</p> <p>Could we invite Jon Alexander to review the final four missions to assess whether the language resonates from a citizen perspective?</p> <p>DECISION: Governance Board endorsed the four missions as the final missions for the refreshed One City Plan, and the general formulation of using first person plural present i.e., “we are working”, “we are creating”.</p> <p>ACTION: JL to consult further with relevant subject experts to ensure the wording precisely reflects appropriate professional language and most up to date thinking in each domain.</p> <p>JL highlighted key elements of the One City Plan, seeking the board’s input.</p> <p>DECISION: JL shared the foreword of the plan, outlining the various options. Governance Board agreed that the foreword would come from the Governanc Board as a collective accompanied by a group photograph.</p> <p>DECISION: JL shared two possible structures for the board’s feedback: ‘Version A’ based around the boards and ‘Version B’ based around the idea of One City as a social movement. The board leant toward Version B, but with a challenge to potentially still reflect either the work of the boards or to give a sense of concrete action.</p> <p>The board discussed the desire to make this plan new and distinctive to reflect its maturity whilst ensuring continuity with previous iterations of the plan.</p>
3.	<p>City Office Progress Report</p> <p>JL shared the thematic boards update from April’s round of board meetings, recognising that board meetings are currently taking place which aren’t included in the update.</p> <p>JL shared team changes within One City – the appointment of Beth Williams as One City Delivery lead and the appointment of a Business Administration Apprentice.</p> <p>JL also shared that Imogen Oxley has been successful in securing the role of senior Policy and Public Affairs officer at Bristol City Council and we will shortly begin recruitment to backfill Imogen.</p> <p>JL and AM shared the news that a new role is being established, with the postholder working 0.5 FTE with UWE and 0.5 FTE with the City Office, focusing on evaluation and impact.</p> <p>ACTION: CS to introduce AM to the researcher in the Public Health team who focuses on monitoring & evaluation.</p>

	<p>JL shared feedback from City Gathering, expressing thanks to the team for their efforts in engaging equalities groups. There was positive feedback on the diversity of attendees in the room.</p> <p>JL shared the success of the new sponsorship approach, which more than covered the costs of the gathering.</p> <p>JG reflected on neurodiversity and how the event might be challenging for those who are neurodiverse in terms of location, agenda, setting etc., JL mentioned the quiet room and positive feedback received – “the quiet room was a ‘game changer’ in being able to participate.”</p> <p>JL shared an update on the One City Events Programme highlighting the introduction of the following:</p> <ul style="list-style-type: none"> • Quarterly webinars – an opportunity to learn more about live challenges in Bristol – knowledge sharing and updates from leaders, academic experts, practitioners and experts by experience • One City symposiums – themed in-person events for One City stakeholders focused on exploration, collaboration and problem-solving • One City newsletter – stay up to date on events and meetings, progress on One City Missions and opportunity for engagement <p>CS highlighted the need to consider the civic calendar when setting up these additional events to avoid clashes.</p> <p>AM highlighted that previous similar events have been tried in the past and it will be important to highlight what the benefit is to encourage people to come.</p> <p>DECISION: Governance Board endorse the continued development of the One City Events Programme.</p> <p>JL raised the ongoing challenging of appointing a Board Support Officer for the Children and Young People Board, noting the recent City Office restructure and the resulting reduction in capacity. JL suggested this could be a great opportunity within the One City network to contribute support – potentially offering a meaningful development opportunity for someone within their organisation.</p> <p>ACTION: AS to see if he can identify anyone with his networks.</p>
4.	<p>Minutes and Actions from previous meeting</p> <p>CHM took the board through outstanding actions.</p> <p>JL has reviewed the One City working groups – this action can be closed.</p> <p>ACTION: JL to bring the action to review City Partner membership to the next meeting in September.</p>
5.	<p>Any Other Business</p> <p>ASK: JL asked Governance Board members if they can host future board meetings at their organisations. JG and LT have both offered to host.</p>

	Close



City Office Update and Highlight Report – July and August 2025

Judith Langdon, Head of City Office

1. Introduction

This has been a short 'quarter' since the last meeting of the City Office Governance Board, but one that has nevertheless been busy for the City Office team, most notably with managing the final stages of refreshing the One City Plan, alongside the usual round of thematic board meetings, city partners calls and supporting and connecting networks and projects across the city.

2. Team Updates

We have recruited to the role of Business Administration Apprentice and welcomed Niotia Ross to the City Office team at the end of August. Niotia joins us on a two-year position and will be supported to achieve a Level 3 qualification.

At the last meeting Governance Board were made aware that Imogen Oxley (Engagement and Research Officer) had secured a secondment and that we would be looking to backfill temporarily. This position has now been made permanent and so we will be going out to external advert imminently to recruit permanently to this role. Partners' support in publicising this vacancy widely would be much appreciated.

We are also delighted that colleagues at UWE are in the process of recruiting to a new position of Data and Insights Analyst (Civic and City Office) which will in part sit with the City Office team. This will be a valuable role not only in evaluating the ongoing effectiveness of the One City approach, but also in creating a positive feedback loop through informing and building the practice of the team.

As agreed at the March meeting of the Governance Board, the Bristol City Council International Office has now been brought within the management structures of the City Office and a new International Affairs Lead, Matilda Kay, joined the team as service manager in August. The City Office and International teams are working increasingly closely together bringing mutual support and increased team resilience.

3. One City Thematic Board Updates: July 2025

City Children and Young People's Board

Last Meeting:

- Date: 10.7.25

- Significant Agenda Items:
 - Bristol Future/ Pupil Pledge
 - Families First
 - Belonging and Thriving Strategy
 - One City Plan

- Key Outcomes:
A Pupil Pledge working group to be convened to produce and implement the Bristol Pupil Pledge.

Updates:

- n/a

Next Meeting:

- Date: 16.10.25
- Significant Agenda Items:
 - Care-experienced Children and Young People
 - One City Plan – developing an action plan
 - Attendance update

One City Culture Board

Last Meeting:

- Date: 09.07.25
- Significant Agenda Items:
 - Updates from Bristol City Council including Creative Industries Sector Plan and Bring Turner Home Campaign.
 - Culture Impact Survey results and next steps
 - Cultural Investment Model interim findings
 - Culture Strategy development and engagement plans
 - Communications and advocacy: Culture narrative and board remit
 - Creative Health update from joint board workshop
- Key Outcomes:
 - Culture Impact Survey showed £892.9m economic impact generated by Bristol’s cultural sector in 2023/24. The next round of the survey will begin in Winter 2025.
 - Interim report on Cultural Investment Model was published. The final report is due in September.
 - The Culture Strategy engagement will involve the development of a strategy subsite, city-wide surveys, and creative commissions.
 - Board endorsed new culture narrative and role definition.
 - Creative Health ecosystem discussed; collaboration with Health & Wellbeing Board encouraged. A working group has been set up and will meet in November 2025.
 - Board contributed actions for One City Plan missions

Updates:

- All actions from previous meeting completed
- Bristol narrowly outbid in Turner painting campaign; strong public support noted.
- ArcGIS map in development to visualise cultural data. Culture board will share the headline results via an infographic on their LinkedIn.
- Offers: Aardman event for digital creators; Rising Arts training course
- Asks: Volunteers needed to test Culture Strategy surveys. SS Great Britain, Brave Bold Drama, Rising Arts, Nighttime Economy, St Georges and KWMC volunteered to test the surveys.

Next Meeting:

- Date: 08.10.25
- Significant Agenda Items: To be confirmed – planning meeting to discuss this scheduled for 17th September

One City Economy and Skills Board

Last Meeting:

- Date: 09.07.25
- Significant Agenda Items:
 - One City Plan update and identifying Economy and Skills Board contribution to missions delivery
 - Thematic exploration – skills for the next decade
 - A short introduction to key changes in the national post 16 and skills policy and funding landscape.
 - An opportunity to feed into the government White Paper on Post 16 and Skills
- Key Outcomes:
 - Contribution to the One City Plan
 - Commitment to further engagement with the Productivity Institute as it develops

Updates:

- Small changes in membership – ongoing
- New Bristol BID has changed the landscape of Business Improvement Districts. Changes will start from November.
- The Local Growth Plan is expected to be launched at Labour Party Conference at the end of September.

Next Meeting:

- Date: 15.10.25
- Significant Agenda Items:
 - One City Plan updates
 - Local Growth Plan briefing
 - Update on Business in the Community Pride of Place programme in South Bristol
 - Tbc additional items from econ dev team
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One City Environment Board

Last Meeting:

- Date: 16.07.25
- Significant Agenda Items:
 - Opportunity for members to get to know each other & briefing on One City Climate Strategy, One City Ecological Emergency Strategy and One City Plan missions
 - Group discussion on opportunities for the Board and its members to contribution to strategies/missions and any gaps.
- Key Outcomes:
 - A subgroup worked with the City Office to provide feedback and suggestions to help finalise a climate and nature related One City Mission
 - Agreement from the Board to undertake a 'stock take' exercise, collating knowledge on existing initiatives and where there are gaps (online, before next meeting)

Updates:

- Expression of Interest process underway to appoint a new Co-Chair to Chair alongside Cllr Martin Fodor

Next Meeting:

- Date: 22.10.25
- Significant Agenda Items:
 - Reviewing 'stock take' exercise and confirming working groups / priorities and opportunities for cross-board working (to inform Action Plan)

One City Health and Wellbeing Board

The Board meets monthly

- Dates: May, June, July
- Significant Agenda Items:
 - May: Workshop on priorities for the 2025-2030 Joint Local Health and Wellbeing Strategy
 - June: Workshop on Creative Health, joint with the Culture Board
 - July: Public meeting; items included the Suicide Prevention Annual Report, Multiple Disadvantage Strategy and the Pharmaceutical Needs Assessment
- Key Outcomes:
 - May: Priorities for the Joint Local Health and Wellbeing Strategy are: Resilient, healthy neighbourhoods; Best start in life; Reducing the impact of long-term-conditions in midlife; Healthy ageing; Men's health; Health at night
 - June: A Creative Health Working Group has been set up to develop actions on creative social prescribing and integrating creative health into relevant strategies
 - July: Multiple Disadvantage to be included in NHS plans; The increase in suicide in young females to be a new focus

Updates:

- The NHS 10 Year Plan sets out a vision for delivering healthcare in local communities, moving services out of hospitals and into neighbourhoods. The Board will be sponsoring multiagency conversations that include a broader focus - on the collective assets that enable resilient, thriving neighbourhoods.

Next Meeting:

- Date: 25.09.25
- Significant Agenda Items:
 - Neighbourhood plans
 - Health Protection Annual Report
 - Pharmaceutical Needs Assessment

One City Homes and Communities Board

Last Meeting:

- Date: 22.07.25
- Significant Agenda Items:
 - Affordable Housing Delivery, Pipeline, and Homes for Bristol Affordable Housing event
 - Vehicle Dwelling
 - One City Plan
- Key Outcomes:
 - Board members were encouraged to respond to the Vehicle Dwelling consultation and encourage others to do the same.

Updates:

The Race Equality and Housing sub-group continues to meet regularly and the most recent meeting has focused on plans for the next Race Equality and Regulatory Framework Workshop

One City Transport Board

Last Meeting:

- Date: 02.07.25
- Significant Agenda Items:
 - One City Plan Refresh
 - Night-time economy research project
 - City Centre transport changes and how they will be communicated
 - Road safety

Key Outcomes:

- We will set up a new working group to test the new website, 'Bristol on the move', which is designed to update people on changes in the city centre.
- Transport Board members were interested in working with BCC to develop the road safety strategy.

Updates:

- First have launched 74 new electric buses, which will rise to 258 next year, almost half the fleet.
- WECA received £752m allocation for sustainable transport improvements

Next Meeting:

Date: 30.09.25

Significant Agenda Items:

- Update on Liveable Neighbourhood projects
- Focus group research on messaging
- 'Bristol on the Move'

City Partners Meetings

Since the last meeting of the Governance Board City Partners have met for one in-person breakfast meeting which included a presentation on BSWN's National Lottery award for the UnMuseum project and an update on the latest position regarding the UK Government's Ten Year Plan for the NHS.

Online City Partners calls have included updates on:

- Impact Economy (Ed Rowberry, BBRC)
- Waste composition analysis outcomes (Richard Williams, Bristol Waste)
- VCSE Eco-system Resilience Panel (Rebecca Mear, Voscur)
- Our City, Your Jobs event (Andrew Mallin, BCC)

In addition to scheduled items, the City Partners calls have provided a valuable forum for city leaders to discuss and share information on contemporary developments in the city.

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4. Planning for upcoming events

City Gathering

The next One City Gathering has been confirmed for **Tuesday 27th January 2026**, 9.30am to 1pm and will be held at We The Curious. The Gathering will be themed around the One City Mission of "In Bristol the circumstances that we grow up in will not determine our chances in life."

Sir Jon Coles of United Learning has been confirmed as a key speaker and the intention is to provide a cross-cutting exploration of the factors that currently hold back too many young people in Bristol and prevent them fulfilling their potential – including health inequalities, equitable access to economic opportunity, and educational attainment.

Extended City Partners Breakfast Meeting

The next City Partners breakfast meeting is scheduled for **Wednesday 22nd October** from 7.45am, provisionally to be held at PWC offices in Glass Wharf. We hope this will be an opportunity to soft-launch the refreshed One City Plan and an invitation will be made to One City board members as well as to City Partners.

One City Webinar

As described at the most recent Governance Board meetings, the City Office is developing a programme of webinars to be launched this autumn. The first of these is scheduled for **Tuesday 25th November** at lunchtime on the theme of cultural developments in Bristol. It will be led by the One City Culture Board co-chair Dr Anna Rutherford, Chief Executive of Design West.

The second webinar is provisionally booked in for February and will look at the topic of inward investment, with Ed Rowberry from BBRC and Karen Mercer from BTQ LLP having confirmed interest.

5. Inclusion Training

We are excited that Dr Alix Dietzel and Dr Alice Venn from University of Bristol have secured funding for a research project exploring the impact and seeking to demonstrate the value of sustained, bespoke, and co-created Equality Diversity and Inclusion training, as part of a broader, sector-wide approach to tackling issues of inclusion.

Alix and Alice presented to the One City multi-board meeting earlier in September and described their project which, in partnership with the Diversity Trust, will provide bespoke inclusion training to all One City co-chairs and also to the board support officers. The impact of the training will be evaluated over a twelve-month period. We are keen to fill all the places on the training and would be happy to make spaces available for Governance Board members and their organisations if that would be welcome. With a focus on the complete role of the chair, the training will consider inclusive practice in matters such as agenda planning, communication, meeting design, managing online and offline spaces and meeting facilitation.

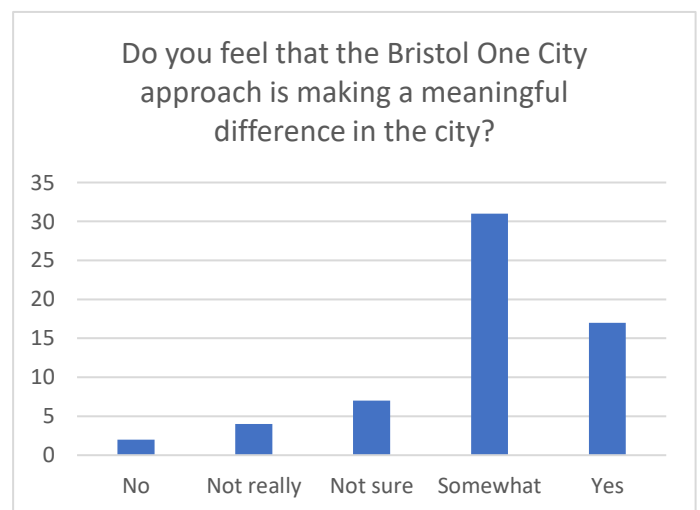
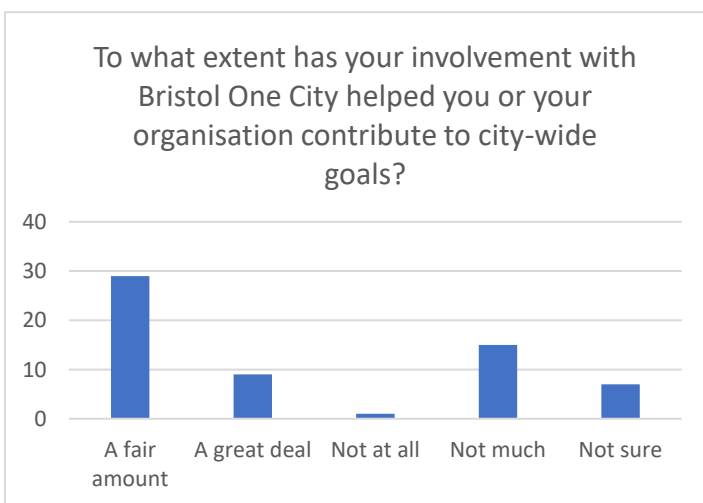
6. City Office Survey

In order to provide a set of functions that is of value to partners and to the city as a whole, and to ensure that we are doing this as effectively as possible, it is important that the City Office engages with partners to understand what they feel is working well and what could be improved.

It is also vital that we are delivering and or facilitating impact for the city. To help us understand how well we are achieving these aims and how we could improve we have carried out our first ever 'satisfaction survey' of partners. Our intention is to repeat this survey annually and, in particular, to use responses to the following questions as key metrics for the City Office going forward:

To what extent has your involvement with Bristol One City helped you or your organisation contribute to city-wide goals?

Do you feel that the Bristol One City approach is making a meaningful difference in the city?



7. Looking Ahead – City Office Priorities September to December 2025

Looking to the next quarter, the key priorities for the City Office team will be:

- Soft launch of refreshed One City Plan
- Moving to implementation stages of refreshed plan
- Working with UWE Analyst to develop data and impact capture mechanisms
- Delivering key events, including plan soft launch, first One City webinar and planning for January City Gathering
- Continuing to develop a sustainable finance model for City Office team and activities.