



## City Office Governance Board

### Agenda

11<sup>th</sup> December 2025, 9.30am

City Hall, Room 1P06

1.	9.30	<b>Welcome and introductions</b>	Chair – Cllr Tony Dyer
2.	9.35	<b>Minutes of previous meeting – 15<sup>th</sup> September 2025</b>	Page 3
3.	9.40	<b>City Office Progress Report</b>  For information and discussion	Page 6  Jude Langdon - City Office
4.	10.00	<b>City Office Baseline Survey Analysis</b>	Page 18 Beth Williams – City Office
5.	10.20	<b>Presentation: Finance</b> 2025/26 budget forecast and position statement for 2026/27	Presentation to follow Jude Langdon - City Office  All
6.	10.40	<b>Plan implementation proposals</b> Presentation	Page 24  Jude Langdon - City Office
7.	11.15	<b>Local Government Association Peer Review – January 2026</b>	Verbal  Nick Hibberd, BCC
8.	11.25	<b>AOB and items for next meeting</b> - VCSE Eco-system Resilience Panel	
	11.30	<b>Close</b>	

## 1. City Office Governance Board Members

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

**City Office:** Judith Langdon - Head of City Office

### Minutes

<b>Date/time</b>	15th September 2025, 9.30am
<b>Location</b>	Bristol Climate and Nature Partnership, Soil Association, Spear House, 51 Victoria Street, Bristol, BS1 6AD
<b>Chair</b>	CLlr Heather Mack
<b>Attendees</b>	Judith Langdon, Lizzi Testani, Xavier Bell, Christina Gray, Marie-Annick Gournet, Victoria Matthews, Andy Street, Tracey John
<b>Apologies</b>	Nick Hibberd, Julia Gray, CLlr Tony Dyer, Tim Borrett
<b>Observers</b>	
<b>ITEMS</b>	
<b>1) <i>Welcome and Introductions</i></b>	
<p>The One City office welcomed a new Business Administration Apprentice, Niotia Ross, who had recently joined the team.</p> <p>It was also noted that Marie-Annick Gournet joined our meeting for the first time, on behalf of Bristol University. She will be representing Bristol University alongside John McWilliams.</p> <p>In addition to this, Xavier Bell from North Bristol Trust will be representing the whole hospital group, meaning Rebecca Dunn will not be attending going forward.</p>	
<b>2) <i>Minutes of previous meeting</i></b>	
<p>The minutes of the meeting of 23<sup>rd</sup> July 2025 were approved.</p>	
<b>3) <i>One City Progress Report</i></b>	
<p>Jude Langdon introduced the quarterly progress report which had been shared with board members in advance.</p> <p><u>Team updates</u> A new Apprentice had been employed in the City Office beginning in August. The Engagement and Research Officer was now vacant with recruitment about to begin for a permanent replacement. The Business Analyst post seconded part time from UWE was soon to be advertised. The City and International teams were in the process of being brought together, with a new international lead, Matilda Kay, now in place.</p> <p><u>Board meetings</u> A full round of board meetings had been completed. It was noted that some boards lacked a Board Support Officer, and this gap was evident.</p>	

A broader conversation had emerged around the roles and intentions of the boards: Are we advisory or delivery-focused? It was noted that boards need a clear and unified voice. JL noted that this would be reviewed following the launch of the upcoming plan.

A new 10-year strategy for the Health and Wellbeing board was scheduled for completion by December. The Health and Wellbeing board was recognised for having very strong public and private sector partnerships. Christina Gray provided an update on the future of Integrated Care Partnerships (ICPs).

There was discussion around encouraging cross-board collaboration. The Environment board is undertaking a stocktake to assess where improvements can be made. A new co-chair for the Environment had recently been appointed.

#### Events

The next City Gathering was scheduled for January 2026, focusing on the futures of young people in Bristol.

There was a City Partners Breakfast event planned for October.

A webinar series was in development to open up the Office to a broader audience, with a meeting scheduled for February.

#### Other

Inclusive Charring training, fully funded as a research project by University of Bristol and delivered by the Diversity Trust would be offered to board members.

The recent office survey received 70 responses out of 120, with valuable suggestions for improvement. **Action: a more detailed analysis to be brought to the next Governance Board meeting.**

### **4) *One City Plan Refresh***

The board approved the refreshed One City Plan 2025 as shared in advance of the meeting and agreed to delegate final minor changes to the City Office in consultation with the Governance Board Chair, prior to final publication.

Governance Board agreed that the duration of this plan iteration would be five years with the next refresh taking place in 2030 and a five year refresh cycle going forward.

Members expressed overall support and felt the direction is positive.

Formal thanks to be given by JL to the working group for their contributions.

It was noted that the plan would go to BCC Strategy and Resources Committee for endorsement on 13<sup>th</sup> October and to an extended City Partners breakfast on 22<sup>nd</sup> October for a soft launch.

**Action: JL to invite Board members to the Strategy and Resources Committee Meeting on 13<sup>th</sup> October and the Partners Breakfast on 22<sup>nd</sup> October.**

The board discussed next steps for implementation of the plan, including whether new / different structures need to be created. This included discussion of mission boards, a social justice advisory group and an implementation group.

There were questions about how much extra work this would generate and what the value would be. Could structure quarterly City gatherings around key mission themes

Importance of a task-and-finish structure to keep delivery focused and achievable. If implemented, working groups would require clear explanation of purpose and function.

Steer from the board was to work within existing structures and maximise their value as far as possible.

**Action: JL to follow liaise with plan working group to seek their input on future implementation structure to be presented to next board meeting.**

#### **5) City Partners Refresh**

The board discussed and approved proposals to update the City Partners terms of reference. It was noted that several instances of non-attendance would result in removal from the partners groups, in line with the existing terms of reference.

JL shared some suggested categories of partners that were currently under-represented on the partners group and the board agreed that the City Office team would seek appropriate representatives from these groups.

It was agreed to move to a pattern of monthly meetings and quarterly breakfasts, with a strong expectation for partners to show consistent representation. It was noted that there is a necessity to consider all protected characteristics to ensure representation with the City Partners, especially at senior levels.

#### **6) AOB**

There was no other business.

The next Governance Board Meeting is scheduled for December 11<sup>th</sup>, 2025.



## **City Office Update and Highlight Report – December 2025**

Judith Langdon, Head of City Office

## 1. Introduction

The last quarter has been typically busy for the City Office team with the usual full round of thematic board meetings, early preparations for the next City Gathering, the soft launch of the One City Plan, ongoing work to secure additional funding sources, recruitment and support for specific projects. This has taken place while the team has continued to carry vacancies within its small structure. A summary of this quarter's activity is set out below.

## 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.

We have appointed to the role of Engagement and Research Officer and the new team member will be joining us on a permanent basis from 19th January.

We are also delighted that colleagues at UWE have appointed to the post of Data and Insights Analyst (Civic and City Office) which will in part sit with the City Office team. The new post holder will take up their position on 12th January. 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.

The City Office and International teams are working increasingly closely together bringing mutual support and increased team resilience.

### Student support / placements

We are currently hosting a placement for a second year undergraduate from University of Bristol (one day per week for ten weeks) and are working with a team of final year undergraduate media students from UWE who are preparing marketing materials for the One City Plan (including a video to be shared at the January City Gathering).

## 3. One City Thematic Board Updates: October 2025

### City Children and Young People's Board

#### **Last Meeting:**

- Date: Thursday 9<sup>th</sup> October 2025
- Significant Agenda Items:
  - Bristol City Council update (Children and Education Plan, with an intention to eliminate child poverty and inequality in Bristol; the Council is anticipating four inspections – a full inspection in January, as well as a SEND partnership inspection; indicators suggest there are fewer children entering care; development levels in schools are improving; Bristol KS4 results show an increase in grades 4 and 4I EHCP wait times are improving)

- Bristol Play and Youth Alliance update (three core strategy pillars – places and spaces, evidencing impact, thriving workforce; golden motion on Play approved by Full Council; a funded programme on early intervention and positive progression)
- The refreshed One City Plan (launch of the One City Plan which now has a mission-led approach; One City webinar series; City Gathering at We The Curious in January 2026)
- Belonging and Thriving Strategy (Board members raised concerns about ensuring children and young people’s voices are heard across departments, emphasizing that engagement should focus not only on what is done but how it is done. Discussions highlighted gaps in inclusivity, accessibility, and tone within the strategy, with suggestions to incorporate asylum-seeking children, adopt clearer language, and make the document relatable for young audiences).

**Updates:**

- A Pupil Pledge working group, part of the wider Bristol Future programme and linked to the One City mission around life chances was launched in September. The Pupil Pledge aims to break the link between background and socio-economic attainment by developing a suite of 10 pledges which all children, regardless of background or upbringing, has access to and can achieve by the time they leave education. The Pledge will be universal and partners across the city will have a key role in overcoming barriers and supporting young people achieve their pledges.

**Next Meeting:**

- Date: Wednesday 21<sup>st</sup> January 2026
- Significant Agenda Items:
  - Looking ahead to City Gathering focused on ‘life chances’ mission

## One City Culture Board

**Last Meeting:**

- Date: 8<sup>th</sup> October 2026
- Significant Agenda Items:
  - Updates from City Office
  - Update on joint programme co-ordinating communications for culture
  - Workshop to consider culture contributions to One City Missions

Board members broke into small groups and were invited to consider, for each of the newly adopted One City Missions, actions that they could offer individually or on behalf of their organisations, and actions that they would like to see developed in collaboration with others. Groups then selected the actions they felt had the greatest potential and shared back to the whole board.

- Key Outcomes:
  - A range of potential actions were identified which will now be fed into the 8<sup>th</sup> December workshop and will be used to form the board’s ongoing action plan.

**Updates:**

- The Culture Impact Survey: Impact of Culture 23/24 - Report will be available on the Arts and Culture Policy webpage.
- Aardman will host an event focused on digital media. More information to be shared and circulated by the board.
- Rising Arts is recruiting for a training course. Further details to be circulated by board Cultural Development Team has requested members test the cultural surveys, which close at the end of October.

- The British Art Show is returning to Bristol for its 50th anniversary
- BIDs are coming together at the start of November, with interest in seeing empty spaces inhabited by cultural entities

**Next Meeting:**

- Date: 21<sup>st</sup> January 2026

**One City Economy and Skills Board**

**Last Meeting:**

- Date: 15 October 2025
- Significant Agenda Items:
  - How can we unlock South Bristol’s potential as a priority for inclusive growth?
    - Bristol City Council’s Economic Strategy – Cllr Brown
    - Business in the Community – Pride of Place Pilot – Orlaith McGuinness
    - Youth Guarantee Trailblazer – Jane Taylor (Bristol City Council)
  - What do current data and business insights tell us about Bristol’s economy - and how should we respond together? - Anesa Kritah (Bristol City Council)
  - WECA Growth Strategy – Andy Reed (WECA)
  - How can the Economy & Skills Board shape and deliver the refreshed One City Plan? - Judith Langdon (City Office)

**Next Meeting:**

- Date: 22 January 2025
- Significant Agenda Items:
  - TBC, potentially:
    - Bristol Circular Economy Demonstrator – UWE
    - Update by Productivity Institute
    - Discussion on Board’s contribution to One City Plan / Action Plan.

**One City Environment Board**

**Last Meeting:**

- Date: 22 October 2025
- Significant Agenda Items:
  - New Co-Chair Savita Willmott (Natural History Consortium) welcomed to the Board & Board members shared reflections on One City Plan refresh
  - Overview and feedback on Nature Together, a new project funded by National Lottery Heritage Fund as part of Nature Towns & Cities
  - Introduction to Bristol Advisory Committee on Climate Change
  - Bristol Clean Rivers Working Group update & discussion
  - Overview and feedback on Bristol Circular Economy Hub demonstrator proposal for achieving net zero, reducing waste, and creating green jobs (Bristol Repair Coalition)
- Key Outcomes:
  - All members to share One City Plan missions with colleagues and consider organisational contributions before the Board re-visits in Jan 2026
  - BCC reporting back in Jan 2026 on how Board feedback has influenced Nature Together project
  - Bristol Clean Rivers Working Group reporting back in Jan 2026 on Board feedback
  - All members to consider how they can support the circular economy hub and contact Bristol Repair Coalition directly with offers of support.

**Updates:**

- Bristol Advisory Committee on Climate Change (BACCC) Co-Chairs meeting with City Office team to offer support to next steps for One City Plan missions / action planning
- [Nature Together](#) project begins on 1 January 2026

**Next Meeting:**

- Date: Thursday 29 January 2026
- Significant Agenda Items:
  - TBC but potential items include:
    - One City Plan missions – actions / priorities discussion
    - Updates from projects / working groups incl. Mission Net Zero, Nature Together, Clean Rivers Working Group
    - National public participation strategy for Net Zero

## **One City Health and Wellbeing Board**

**The Board meets monthly**

- Dates: 23<sup>rd</sup> October, 19<sup>th</sup> November
- Significant Agenda Items:
  - Neighbourhood health plans: Health and Wellbeing Boards have been tasked with developing plans as per NHS 10 year Plan including integrating some hospital services into communities
  - Community cohesion: discussion on the framework and health sector contribution
- Key Outcomes:
  - We have produced a first draft of a Neighbourhood Wellbeing and Health Plan; a final version will be submitted to the NHS in December

**Updates:**

- We are looking at alignment between our new Health and Wellbeing Strategy (will be published in 2026) and the One City Missions. Including Neighbourhood health plans, economic inactivity due to ill health and children's health

**Next Meeting:**

- Date: 10<sup>th</sup> December
- Significant Agenda Items:
  - 2<sup>nd</sup> workshop on Neighbourhood Wellbeing and Health Plans

## **One City Homes and Communities Board**

**Last Meeting:**

- Date: 21<sup>st</sup> October 2026
- Significant Agenda Items:
  - Community cohesion update
  - Bristol Fair Renting Campaign
  - Update on the Homes for Bristol event
  - Small Sites Aggregator
  - One City Plan
  - Brabazon new town announcement
- Key Outcomes:
  - Set up a community cohesion session with community members
  - Comms group for housing delivery support/positivity
  - Private sector discussion at next board – with a new regulation and fair renters campaign focus

**Updates:**

- Following the October meeting we are planning a session for board members to have the opportunity to listen to community members to understand the feelings of the community and how city leaders can support, engage and empower communities.

**Next Meeting:**

- Date: 20<sup>th</sup> January 2026
- Significant Agenda Items: (TBC)
  - Plan for a community cohesion listening session for H&C board members
  - Renters Rights Act update and collaborative comms plan
  - Vehicle dwellers policy update
  - New housing regulation

**One City Transport Board****Last Meeting:**

- Date: 30 September 2025
- Significant Agenda Items:
  - Changing roles on the board
  - One City missions update
  - Liveable Neighbourhoods update
  - Focus group research on messaging, new website on city centre disruption
- Key Outcomes:
  - Recruitment process for new members and chair
  - Board members to review website
  - Board members to share Liveable Neighbourhood information with networks
  - Board to develop action plan to support missions
  - Possible area of investigation – EV charging in Bristol

**Updates:**

- Melanie Watson's last meeting as chair
- Night time economy research progressing – update

**Next Meeting:**

- Date: 28 January
- Significant Agenda Items:
  - TBC – likely to include member recruitment update, EV charging, other consultations and city-wide projects.

## 4. Recent and Planned Events

### City Partners Meetings

The most recent City Partners Breakfast meeting was open to an extended audience which included One City Board members as well as City Partners. Hosted by Burges Salmon, the event was attended by a full capacity of 85 stakeholders. We used the breakfast to begin the launch of the refreshed One City Plan and to invite attendees to begin to consider their organisational commitments to the delivery of the refreshed plan.

The event and the refreshed plan were well-received, with some examples of feedback below:

*"The [Environment Board] meeting this afternoon and the plan launch this morning were really great events. I feel that the new missions are evoking some real creativity and discussion, which is really exciting to be part of."*

*"This morning was fab. It felt genuine and a huge achievement from you all. I felt heartened by what was said and how we could all contribute."*

*"Thank you for all the work you did pulling the Plan into shape and persuading such a great group of people to attend yesterday. It felt like a good event and I hope you were pleased with how it went. I look forward to seeing how things develop and it will be great to see the plan come to life."*

*"Great to see so many friends and collaborators in the room. The revised plan is clear and compelling well done [City Office] team"*

*"I've been to many, many One City events over the years and in terms of the energy in the room and the sense of positivity, that was one of the best I've been to."*



**Anna Smith** • 1st  
Chief Executive Officer at Quartet  
5d • 🌐



One City Plan Launch was genuinely uplifting this morning. Real action we can all sign up to. Well done that team!! Judith Langdon here summing up. Great speeches also by Hannah Woodhouse, Dir of Ed, Cllr Tony Dyer, Jamie Cameron from Burges Salmon, Tim Temple from Locality and the fabulous Lizzi Testani from Bristol Climate Change Partnership, none of them shying away from the tough stuff. Together we can!



🌐 You and 32 others

2 comments



**Stephen Williams** • 2nd  
Bristol councillor, Chair Health & Well-being Board, Senior Co...  
5d • 🌐



At the launch of the refreshed Bristol One City Plan, with a large group of city leaders who can drive it forward. Our four missions focus on an equitable economy, climate resilience, cohesive communities and fair life chances. My focus as chair of the Health and Wellbeing Board is on reducing health inequalities, particularly for children. As chair of the council's Public Health and Communities Committee I have been working on bridging communities, an area that is rising to the top of the political agenda. [Andrew Brown](#) [Andy Street](#) [Hannah Woodhouse](#) [Paul Hassan](#) [Sado Jirde](#) [Judith Langdon](#) [Rebecca Mear](#)



🌐 You and 43 others

12 comments



**Annabel Thomas MacGregor (FRSA)** • 1st  
Driving Growth, Impact, and Innovation in Social Enterprises and Purpose-Led...  
5d • 🌐

Fantastic to be at the **Bristol City Office (Bristol One City)** One City Plan launch this morning. Four powerful, clear Missions for the city to galvanise around to ensure that Bristol is a place which works for everyone.

I've always said Bristol is a very special city - so let's all get behind these missions and work to ensure that your chances in life aren't limited by your circumstances, that there's an equitable economy which works for everyone, that we're a climate resilient city and that our communities are connected and thriving.

I reckon we can do it 🍀

[#Bristol](#) [#BristolOneCity](#) [#Community](#) [#BristolNursery](#) [#BristolParent](#)



**Marc Griffiths** ✓ • 1st  
Pro-vice Chancellor for Regional Partnerships, Engagement & Innova...  
5d • 🌐

At the soft launch of the new **Bristol City Council** One City Plan 2025 this morning, **Tim Temple** talks about the need for communities to be connected and cohesive. Creating trust and cohesion within diverse communities is crucial to the successful delivery of this new plan.

Involving community organisations in decision making from the outset is essential and truly valuing the VCSE sector is key to shaping our curricula, research and partnership working. As Universities continue to evolve their purpose within society, embedding within the locality / place based agenda of the regions they serve and connect people to achieve positive outcomes.

[University of the West of England](#)



Online City Partners calls in the last quarter have included updates on:

- The Great British Art Show
- Ongoing updates on community cohesion and community tensions
- International funding bids and opportunities
- Bristol Council Open Data Platform

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.

○

### Board Action Planning Workshop

At the time of writing we are planning for a workshop on 8<sup>th</sup> December that is designed to bring together representatives from all of the One City boards to assist them in creating action plans, supporting the delivery of the four One City Plan missions. We are expecting over fifty board members and other partners, and the objectives of the session are:

- For board members to understand more fully the intent of the One City missions and how they might contribute to their delivery
- For board member to learn about the priorities of other boards and to understand the intersections between the work of different boards
- For board members to develop ideas for viable and impactful actions that can be owned by their specific boards, which can be taken back to board meetings in January / February

## City Gathering

The next One City Gathering has been confirmed for **Tuesday 27<sup>th</sup> 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. The event will be hosted by Rachel Robinson who is co-chair of the One City Children and Young People Board and Chief Executive of Learning Partnership West.

The event coincides with Holocaust Memorial Day and the City Office team have been in contact with the organisers of the city's annual HMD event. The national HMD theme for 2026 is 'Bridging the Generations' and we would like to connect this with the City Gathering's focus on children and young people.

## One City Webinar 'Foundations' Series

The City Office is developing a programme of webinars to aid in the ambition of the refreshed plan to increase engagement from audiences across the city. The programme was originally scheduled to begin in November but was paused due to a lack of capacity within the City Office team. The first webinar is now scheduled for **Tuesday 24<sup>th</sup> February** on the topic of 'Collaborating to Bring Investment to Bristol' and will feature Ed Rowberry (BBRC) and Karen Mercer (Temple Quarter).

The intention is for the webinars to run on a monthly basis (not quarterly, as originally planned) and that the initial series will be on the topics of the 'critical enablers' that are described in the

## 'Business in the City' – Gathering of One City business representatives

We are currently in the early stages of planning an event in early March 2026 that aims to draw together the various business and private sector representatives who participate in the One City structures. We would like this to be a listening event, pitched as an opportunity to understand what is currently working well for businesses within the One City approach and what could be improved.

## Event Sponsorship

Events are a key feature of the One City approach and one of the things that our partners tell us they most value. We currently secure some sponsorship for City Gatherings through a series of small packages (e.g. catering sponsorship, lanyard sponsorship). Given the programme outlined above, we feel that there is potential for a more coherent programme of sponsorship across the full programme, potentially with one principal high-value sponsor. The Head of City Office is currently in discussion with a number of potential sponsorship partners to this effect.

## 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 sustained value of bespoke Equality Diversity and Inclusion training, as part of a broader, sector-wide approach to tackling issues of inclusion.

This will comprise two training opportunities for members of Multiboard, scheduled for 8th and 19th January respectively. 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. Project Support

Despite limited capacity due to vacancies, the team have managed to provide specific support to related One City projects, with a focus on those which directly support the newly agreed missions.

In particular, the One City Delivery Lead is playing a substantial project support role to the '**Pupil Pledge**' work within the Bristol Future programme. The pledge will be a commitment that is made to every child and young person in Bristol's schools that, during their time in education, they will receive at least a minimum set of experiences which go beyond what is required by the curriculum. The pledge itself is currently being developed and might include, for instance, a trip to a sporting venue, a chance to perform on stage, a work experience opportunity, an experience of cutting-edge science or technology. The aim is to bring about a more level playing field in terms of young people's cultural capital and to enrich their time in education.

Support from One City has included planning for a sequence of steering group meetings and brokering relationships with business to:

- Seek business commitment to provide exciting and valuable experiences to young people (i.e. adding to the pledge)
- Support for the logistics of making the pledge into a reality, such as designing a web portal that schools can access and effectively self-serve or providing transport so that children can get to the activities
- Ongoing resource to sustain the pledge into the future.

## 7. Associated One City Groups, projects and strategies

One City continues to provide a framework for a range of important partnership activity that utilises the One City approach and contributes to the vision of the One City Plan. In the most recent quarter, this has included:

- The **VCSE Ecosystem Resilience Panel** – has been meeting over several months to understand the opportunities for a One City approach to support system resilience for the VCSE sector in Bristol. This has involved detailed work with organisations in the identified target areas of south Bristol and painstaking brokering work between their identified needs and potential offers of support from businesses and anchor organisations across the city, that has now also connected

with the Business in the Community Pride of Place Programme. There will be a full update on the work of the panel at the next Governance Board meeting.

- **Race in Housing** task and finish group reports into the Homes and Communities Board. It exists to position Bristol as a national exemplar for race and housing best practice and to take forward the recommendations of the two events and research commissioned by BSWN covering key challenges relating to the effect of institutional racism and the needs of migrants and refugees as they impact the allocation, provision, development and capacity building of social housing across Bristol. The group produced an updated action plan at its most recent meeting in November
- The **Living Rent Task and Finish Group** also reports to the Homes and Communities Board. The group had paused temporarily due to an inability to identify a non-political co-chair but this hurdle has now been overcome with the appointment of Andrew McCarthy from Shelter as co-chair. The group reconvened at the end of November and reviewed a newly drafted terms of reference which included a wider focus on improving the private rental sector in the city.
- The One City Climate **Transition Task Group** met in November providing an update to partners on the work of the team, including on progression of the Regional Climate Investment Plan and project development and an opportunity to explore emerging/interests themes for working groups.
- The **One City Cost-of-living & poverty coordination group** was started as part of the One City response to the cost-of-living crisis. The group meets monthly and brings together a range of stakeholders from across the city including BCC officers, Deputy Leader of the Council Cllr Heather Mack, Department of Work and Pensions, advice agencies, and VCSE sector organisations. The group has co-created a 'tackling poverty approach' which has been applied to consultations including on the Bristol City Council's Corporate Strategy and Homelessness and Rough Sleeping Strategy. The meetings have also resulted in the formation of a new group called 'Systems Change Bristol' which is currently focusing on Council Tax Arrears, the progress of the Systems Change group is then fed back into the monthly meetings. The group has also worked together to consolidate resources and comms, for example updating the [Cost-of-living website](#) and providing important winter comms via BCC's online platforms and newsletters.
- Feeding Bristol has commenced work on refreshing the **One City Food Equality Action Plan** and held a very well attended stakeholder workshop at the beginning of December to assist with the production of the 2026-29 strategy.
- The **OurCity2030 initiative**, launched in November 2022, aims to address socio-economic inequality in Bristol by supporting young people from low-income households into median salary roles by 2030. It is delivered via a collaboration agreement between Babbasa, UWE, University of Bristol and Arup, with non-financial support from Cabot Learning Federation, BSWN, Bristol City Council and City Office. The initiative is at a critical point in determining its future direction. The most recent oversight board meeting identified a potential project management role for the City Office which will now be explored in greater depth before a decision in January.

## 8. Engagement with Research

This quarter the City Office team have engaged with a number of external research projects which have potential to bring benefits for Bristol through insight and practice sharing. These have included:

- Providing a case study for the KEYS (Knowledge and Experts in the Policy of Sustainable Development) research project, based at University of Florence. The project KEYS examines the role of experts in the localization of the sustainable development goals (SDGs) in different European cities.
- Providing a case study for a research project on localised approaches to implementing missions theory, conducted by New Local and Inner Circle consulting.
- Connecting with the INLUCity+ European research programme, with Oxford University as the UK lead. This project will have a focus on 15 minute city theory and its implementation as it affects youth justice and youth mobility as well as logistics.
- Connecting with the Greater London Assembly on developing practice in relation to local missions implementation across partnerships.
- Delivering a keynote presentation for the Social Innovation Research Group international conference on Regeneration, Resilience, and Wellbeing at Aberystwyth University.

Where appropriate, we are increasingly seeking reimbursement from research institutions for City Office time given to interviews and support for external research projects.

## 9. Looking Ahead

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

- Delivering the City Gathering in January
- Onboarding of new staff
- Moving to implementation stages of refreshed plan, bringing through a pipeline of (fundable, where possible) projects
- Engagement with One City business community
- Working with UWE Analyst to develop data and impact capture mechanisms
- Delivering 'Foundations' webinar series
- Working with existing programme leads for One City priorities to understand the potential to add value through an enhanced One City approach
- Working as a partner within Civic University Agreement to align potential of CUA with One City missions
- Continuing to develop a sustainable finance model for City Office team and activities.

# Bristol One City Annual Feedback Survey 2025

## Introduction

The Annual One City Survey asked One City partners and stakeholders about their experience with the One City Approach over the past year to help us understand how well we're doing, where we can improve, and how we can work better together in the future. The One City and stakeholder feedback surveys included both quantitative questions - such as rating scales to gauge how valued participants feel - and qualitative open-text questions to understand individual experiences. Quantitative data allows for straightforward comparison and averaging of stakeholder views, while qualitative responses capture deeper insights and detailed opinions. This combination enables a robust analysis of both broad trends and nuanced feedback.

## Data Overview

A total of 61 people responded to the survey: representing a mix of One City Partners, Board members, and wider One City stakeholders. Specifically:

- One City Board Members: 51
- City Partners: 16
- Wider One City Stakeholders (e.g., City Gathering attendees, community representatives): 10

*\*Some respondents may be both board member and city partner*

Individuals were invited via email to complete the survey, which was captured using Microsoft Forms.

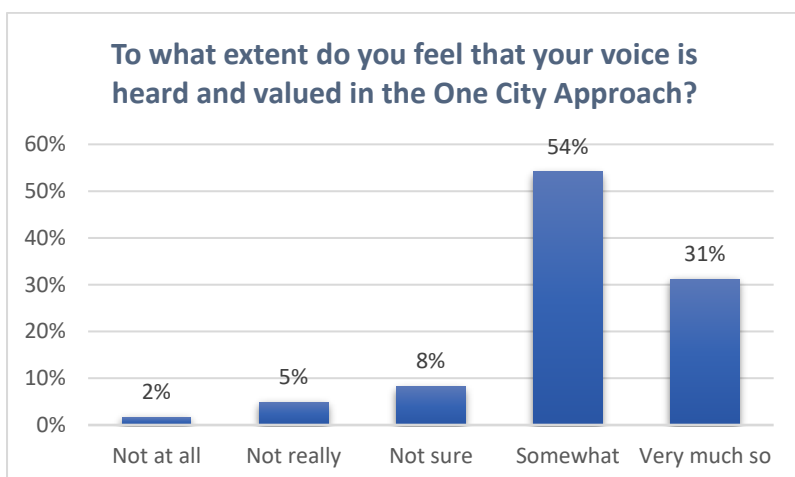
While this initial response provides valuable insight and a useful benchmark, it reflects the views of those who participated rather than the entire One City system. The following report presents the survey findings, offering indicative analysis and highlighting areas of focus for future iterations.

## Responses, themes and insights

The following section of this report present the responses to each question, highlighting key themes and indicative insights.

**To what extent do you feel that your voice is heard and valued in the One City Approach?**

Most respondents (85%) feel their voice is heard and valued within the One City Approach, with 54% indicating "somewhat" and 31% "very much so." Only a small proportion (7%) feel their voice is not heard, while 8% are unsure. This suggests a generally positive perception of inclusivity and engagement, though there is an opportunity to strengthen confidence among those who are uncertain or feel less valued.



What could be improved in how Bristol One City works or engages people?

What else would you like to see Bristol One City do or focus on in the coming year?

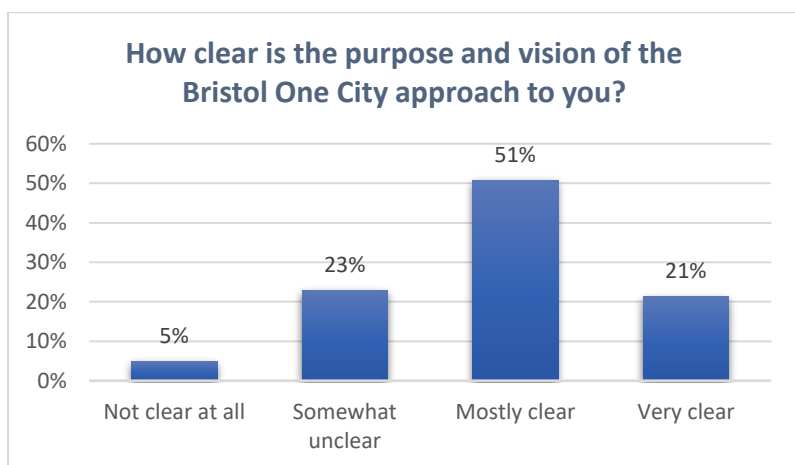
Responses to these two questions highlighted similar themes. To provide clarity, I have combined them and conducted a thematic analysis to identify key areas for improvement and future focus.

These themes represent the most common and significant suggestions from respondents:

- **Sharpen Focus and Delivery:** Prioritise a small number of strategic objectives with clear KPIs, timelines, and owners; Track actions and progress transparently.
- **Demonstrate Impact and Tell the Story:** Share real success stories to build confidence and attract partners; Publicise board achievements widely.
- **Improve Communication and Accessibility:** Clear, jargon-free messaging on what boards do and why they exist; Regular updates via newsletters and social media; Better induction for newcomers
- **Engage Communities and Increase Visibility:** Roadshows, street stands, and public events to reach residents; Make One City relevant and visible beyond central Bristol; Explain how people can get involved meaningfully.
- **Embed Equity, Diversity and Inclusion:** Actively attract BME members and underrepresented groups; Identify and close gaps in participation.
- **Clarify Purpose and Structure:** Define One City's role: problem-solving, partnership, accountability, or all; Map city-wide groups to reduce duplication and confusion.
- **Foster Cross-Board Collaboration and Networking:** Reduce silos and link boards for holistic solutions; Expand networking opportunities digitally and in-person.
- **Broaden Partner and Business Engagement:** Bring in new partners and sectors; Increase corporate and business.

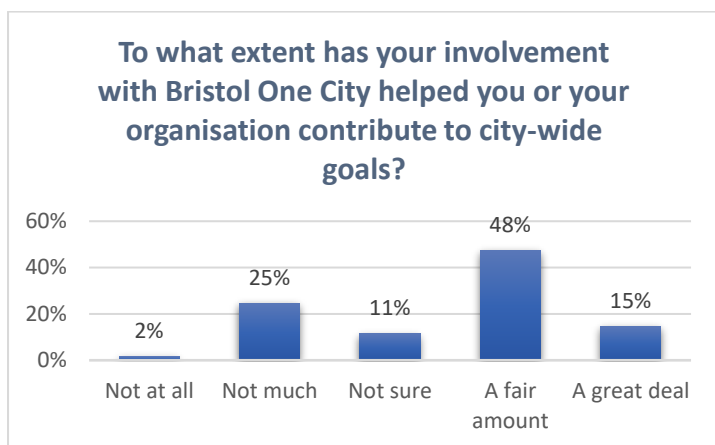
How clear is the purpose and vision of the Bristol One City approach to you?

For this question, most respondents (72%) report finding the purpose and vision of the Bristol One City approach clear, with 51% saying it is "mostly clear" and 21% "very clear." However, 28% of participants report some level of uncertainty, including 23% who find it "somewhat unclear" and 5% who feel it is "not clear at all." This indicates that while overall understanding is strong, there is an opportunity to improve communication and engagement to ensure clarity for all stakeholders.



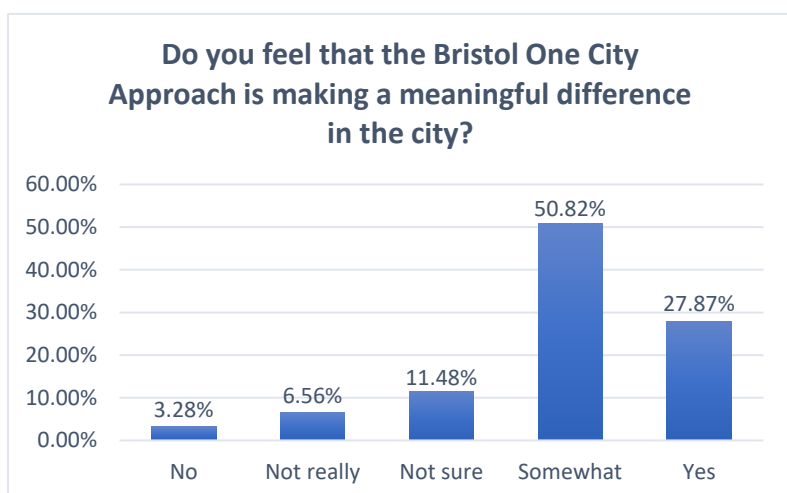
To what extent has your involvement with Bristol One City helped you or your organisation contribute to city-wide goals?

For this question on contribution to city-wide goals, 15% of respondents felt involvement with One City had helped 'a great deal' and 48% said 'a fair amount.' In total, 63% reported positive contribution, while 38% were wither not sure or reported negative contribution (11% 'not sure', 25% 'not much,' and 2% 'not at all'). This demonstrates that a majority see their involvement as meaningfully supporting Bristol's city-wide objectives.



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

For this question about whether the Bristol One City approach is making a meaningful difference, I calculated that 28% of respondents answered 'yes' and 51% answered 'somewhat.' Together, 79% of respondents indicated that they believe the One City approach is having a positive impact. This demonstrates a strong sense of perceived value among stakeholders.

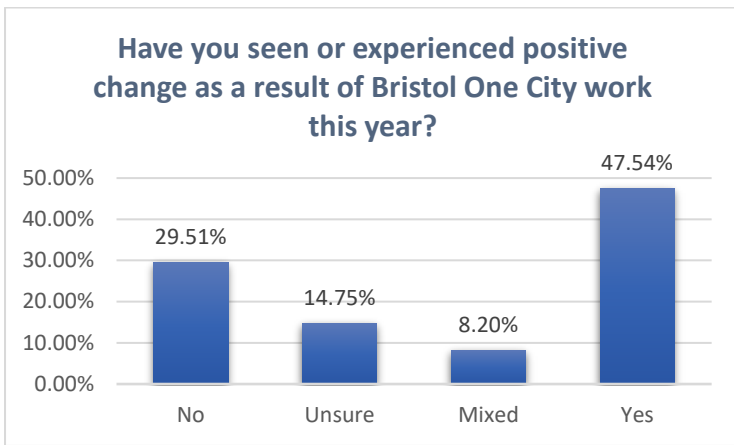


Have you seen or experienced positive change because of Bristol One City work this year?

For this open-text question, I reviewed all responses and categorised them as positive, negative, unsure, or mixed. This allowed me to quantify the qualitative feedback:

- 47.54% reported seeing positive change from Bristol One City's work this year
- 29.51% said no
- 14.75% were unsure

- 8.2% had mixed views



This combined thematic and quantitative analysis provides clear evidence of the initiative’s perceived impact.

Across the positive responses, common words and phrases included: *inspired, renewed momentum, new connections, collaboration, engagement, partnerships, community, tangible progress, unique opportunity, impressive people, better connected city.*

In comparison, the negative responses convey a sense of uncertainty and lack of visible impact, with comments highlighting unclear implementation, slow progress, exclusivity, and more talk than tangible action.

Here are some examples of positive feedback:



**Examples of positive outcomes referenced within survey results:**

- Engagement in knife crime response
- Housing Damp and Mould taskforce
- One City has been discussed in the House of Lords
- Accelerated adoption of e-cargo bikes
- Targeted community and economic initiatives in South Bristol

- Bristol Good Food 2030
- Period Poverty

## Conclusion

Overall, the findings indicate that stakeholders value the One City approach and see it as a positive mechanism for collaboration and connected thinking across Bristol. Most respondents feel their voices are heard and believe the initiative is making a meaningful difference, with many reporting tangible benefits such as new partnerships, shared learning, and a stronger sense of city-wide purpose. However, the analysis also highlights clear opportunities for improvement: sharpening focus on delivery, demonstrating impact through measurable outcomes, improving communication and visibility, and deepening engagement with communities and underrepresented groups. Addressing these areas—alongside clarifying purpose, fostering cross-board collaboration, and strengthening governance—will be critical to maintaining momentum and ensuring that One City continues to deliver real, inclusive change for Bristol.

## Recommendations for future surveys

- Define clear sampling goals: aim for minimum overall response rate of 30-40% for smaller groups and at least 10-15% for larger groups
- Broaden outreach channels: email, newsletters, in-person events, partner with community organisations to reach underrepresented voices
  - Launch at summer 2026 gathering for completion end of September
  - Remind at board meetings
  - Include in summer newsletter (485 subscribers)
- Track responses in real time: pause outreach to overrepresented groups and focus on underrepresented ones
- Make participation easy: keep surveys short, mobile friendly, available in plain English, available in multiple formats i.e., online, QR codes at events
- Transparent communication: explain why we are conducting this survey, highlight ways survey responses were used last time
- Consider additional questions: 'what positive change have you seen because of Bristol One City work this year?'

## Next steps

Follow up with participants who agreed to be contacted: Arrange meetings to discuss the survey results and gather more detailed input.

Address recurring themes: Organize a focus group to explore common areas for improvement and develop actionable solutions.

Share feedback transparently: Create a *"You Said, We Listened"* document to communicate outcomes and actions to those who participated in the survey

Here is a selection of comments extracted from the survey results:

### **What could be improved in how Bristol One City works or engages people?**

"Not sure - other than it would be useful to map all the different city-wide groups such as this in Bristol, as it is highly confusing what group is doing what (Transition, One City, Climate Leaders, etc) and I fear that there is a risk that it is assumed that action is happening elsewhere in the melee of groups."

"One City should reach out by doing 'roadshows' within communities to make itself known and this will draw more interest in stakeholders to join in future conversations"

"I think there needs to be some more creative approaches to discussions and better options to join remotely."

"As the Boards hopefully deliver more practical impact so publicity around that work would be helpful in encouraging other partners to support."

"Clear objective setting for each board with a view on interdependencies, timelines for achievement and actions/owners."

"Induction for newcomers in leadership in the city: I think it depends currently on a good handover but could be more centrally owned"

"Perhaps more public events for residents. Open up the voices being heard."

"More outreach that explains ways of being involved [for those outside the scheme]. Telling real stories of things that came about from within the Boards."

### **How would you describe your experience of being involved with Bristol One City?**

"...the process for getting new board members up to speed alongside members that have been there for years probably needs more focus."

### **What else would you like to see Bristol One City do or focus on in the coming year?**

"Outreach ambassadors"

"To create champions for the One City initiative who can promote the issues"

### **What would help strengthen your involvement or partnership with Bristol One City?**

"To have an annual all One City board members with the city leader and politicians"

"Bitesize summaries / updates regularly from across themes and space to network with members of other boards."

**Beth Williams**

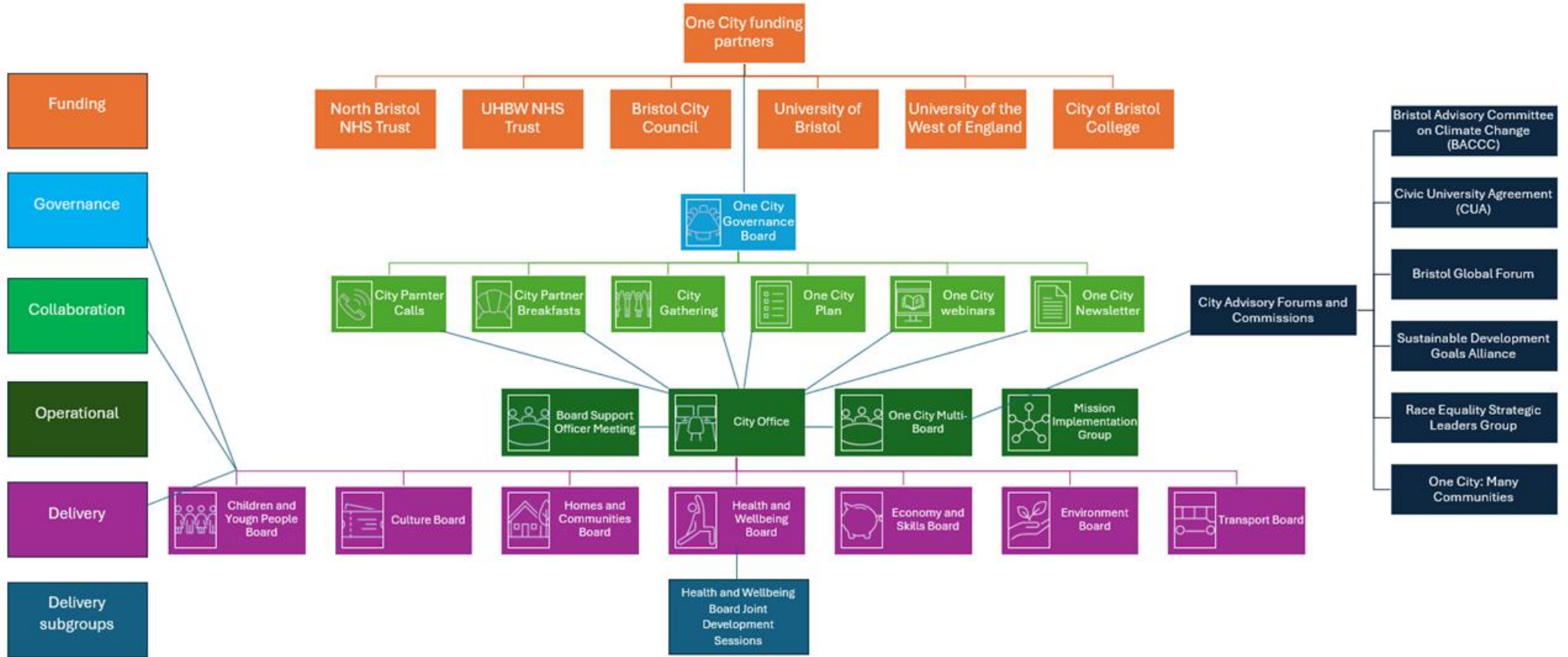
**One City Delivery Lead**



# One City Plan Implementation

**BRISTOL**  
**ONE CITY**

# Current One City Model – December 2025



Task: map the missions delivery focus onto the existing One City Structures and identify any changes that would be beneficial, within the presumption that we need to make use of what we already have.

# Recommendations

1. Boards to remain in place with enhanced emphasis on delivery role
2. Enhanced role for Multiboard in driving collaborative action across boards
3. Establish a network of **communications** leads across partner organisations – to be called on as-and-when
4. Establish a network of **resourcing** leads across partner organisations – to be called on as-and-when
5. On a trial basis, establish a multi-agency Implementation Group – to be kept under review

# Terms of reference for implementation group

- Identify and evaluate project opportunities and potential for cross-sector collaboration
- Provide operational reach into partner organisations and sectors
- Monitor impact and effectiveness of plan implementation
- Unblocking action within home organisations
- Review of key metrics and risks
- Assist in identification of resourcing opportunities

Meet quarterly with effectiveness and need for continuation kept under regular review (no presumption of continuation)