



BRISTOL RESILIENCE STRATEGY

100 RESILIENT CITIES



By 2066 Bristol is a flourishing, welcoming city which inspires confidence in local and global investors and our success is shared by all.



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FOREWORD FROM RESILIENCE SOUNDING BOARD

VISION

Our vision: By 2066 Bristol is a flourishing, welcoming city which inspires confidence in local and global investors, and our success is shared by all. Our neighbourhoods are affordable, attractive, healthy and well-connected places where people of all ages and backgrounds trust and help each other. Our infrastructure and services are flexibly designed and managed to cope with uncertainty.

**We believe that
resilience = flourishing
for all in the face of
future uncertainty**

THE WORLD IS CHANGING; BRISTOL IS CHANGING

Bristol is an independent-thinking, sustainable and culturally diverse city with a high quality of life. Bristol is thriving.

But there is no room for complacency. Our city – and the wider world with which it is vitally interdependent – is an increasingly complex and uncertain place. Changes are occurring at unprecedented rates in our economy, job markets, technology, environment, politics and population, and consequently our challenges are becoming both more severe and more unexpected. The city region's economic and physical growth, consequences of our success, also mean rising resource consumption and greater demands on health services and infrastructure. Meanwhile, our more chronic challenges remain: the gap between the rich and poor in Bristol is unacceptably wide, and growing; our current infrastructure connects us but also divides us; and our ambitions to be truly sustainable are constrained by our own resistance to change, national and international policies, and a lack of appropriate financing.

These challenges will not be resolved quickly; they will require investment, greater trust and social cohesion, and new social and technological innovations. Building a resilient future will be difficult and it will take time. And so it must start now.

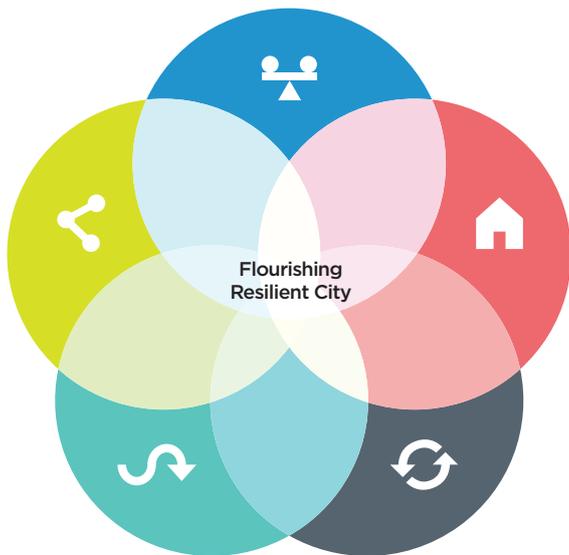
That journey, however, is also an opportunity. The truly resilient cities of the 21st century will not simply manage risk or deal with challenges. They will evolve and become stronger through creativity, adaptability and flexibility. By enabling the capacity and ingenuity of all of their citizens, these cities will use every disaster, crisis or challenge to recover in a stronger, smarter and fairer way.



COLLECTIVE VISION AND ACTION

The vision of resilience articulated here is a distinctively 'Bristol' vision, and it is a genuinely collective one, emerging from not only rigorous data analysis but also the opinions, experiences and opinions of thousands of Bristolians as well as national and international friends. The Resilience Sounding Board was created to provide diverse perspectives and to critically challenge one another and the political leadership of the city. The Board includes those familiar with the expected resilience topics, including infrastructure, planning, climate change, disaster management and transport, but also those familiar with digital media, finance, social cohesion and the voluntary sector. But the Board knows that it does not have most of the answers nor speak for all of Bristol, and we hope that we have approached this task with humility. We have engaged over 1600 people from across the city and we have learned from and been inspired by them. Moreover, many of our Board members embarked on complementary initiatives, bringing in the perspectives of thousands of others. Throughout, our approach was to look backwards from a 50 year future vision to the present day, debating and discussing where and how we can work together with confidence to unlock creativity, disrupt business as usual and take the "right" next steps to set us on course. We thank all of you with whom we have engaged and all of those with whom we hope to engage soon.

Based on those diverse perspectives, we have co-created this Resilience Strategy, comprising a 50 year vision, resilience pillars, goals and transformative actions, all outlined in this document. In the spirit of resilience, this is not a fixed strategy replete with actions that might become inappropriate in our changing world, but rather a framework. There are too many unexpected challenges awaiting us and too many brilliant ideas waiting to be unleashed to dictate what actions must be taken. More fundamentally, resilience is not about proposing simple solutions to complex problems but about creating a political, cultural, and social framework that embeds resilience in every day decision making. To stimulate action and debate we do propose some initial actions, but we intend these to be only the start, seeds of change that along with many others will help our city adapt, survive and flourish in the face of future uncertainty.



Fair

Every person living in Bristol has the assets and opportunities to enjoy a good quality of life.



Liveable

The city centre and neighbourhoods are great places for people of all ages to live, work, learn and play.



Sustainable

The city and region prosper within environmental limits through adopting new behaviours and technology.



Agile

Bristol citizens and leaders make agile decisions based on shared priorities and real-time information.



Connected

A strong network of local communities and organisations promotes trust, cooperation and shared action across the city.

NAVIGATING OUR JOURNEY

This strategy – in the spirit of something that is both complex and collaborative – is intended to start a dynamic process that will change over time as more people become involved, our collective thinking evolves and new challenges and opportunities emerge. It provides a compass by which to seek and find a wide range of exciting and transformative actions – many of which have not yet been thought of or tested at a city scale.

In other words, this is just a start. The Strategy will need to have a clear owner and be resourced to make sure it can be implemented. Eventually, it must be adopted and its spirit incorporated across the city; but crucially at this early stage, it must be embedded in the political institutions of Bristol. Therefore, we call for a legacy structure that can implement the first steps of this Strategy while convening a city-wide approach to building resilience.

But that legacy eventually will be owned by all of us, and so this document is most of all...

AN OPEN INVITATION

The members of the Sounding Board are fully committed to supporting the delivery of this Strategy, whether as representatives of their organisations or as your fellow citizens. We hope that it can catalyse new ideas and inspire all of us to work together. We invite you – as an individual or as part of an organisation – to be part of this exciting journey. Contribute to the development of the initiatives proposed here and propose your own. Share your plans to become more resilient and your plans to help others. Challenge yourselves, each other and us to live up to the ideals presented here. We must be creative, flexible and adaptable but most of all, we must work together – the best way to become resilient is for all of us to become resilient.

SIGNATURES HERE

Letter from the President of 100 Resilient Cities

Michael Berkowitz



Michael Berkowitz
President of 100 Resilient Cities

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Letter from the Mayor

Marvin Rees



Marvin Rees
Mayor of Bristol

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1. INTRODUCTION AND CONTEXT



Currently, economic and physical growth is coupled with a growth in resource consumption, a trajectory that Bristol and other cities around the world will be unable to sustain as they continue to expand.

WHY URBAN RESILIENCE?

We live in a fast-changing, globally connected world. Bristol, like many other cities, faces challenges from a growing and changing population, climate change, resource scarcity, ageing infrastructure, changing patterns of world markets and employment, disruptive technologies and social and health inequalities. Currently, economic and physical growth is coupled with a growth in resource consumption, a trajectory that Bristol and other cities around the world will be unable to sustain as they continue to expand.

The scale of urban risk, in particular, is increasing due to the growing number of people living in cities. Risk is also increasingly unpredictable due to the complexity of city systems and the uncertainty associated with many hazards – most notably climate change. Communities and economies will need to develop the capacity to survive, adapt and thrive in the face of multiple and unpredictable disruptions in order to be resilient.

With growing recognition of these challenges, programmes to build “resilience” are being developed and implemented by a range of international, national and local organisations.

Resilience is a term that emerged simultaneously from the fields of engineering, ecology and psychology in the 1970s, to describe the capacity of a system to maintain or recover functionality in the event of disruption or disturbance. It is applicable to cities because they are complex systems that are constantly adapting to changing circumstances.

100 Resilient Cities (100RC) – Pioneered by The Rockefeller Foundation supports 100 selected cities around the world to become more resilient to physical, social and economic shocks and stresses across the city system (www.100resilientcities.org). 100RC provides this assistance through:

- A funded Chief Resilience Officer position for two years
- Resources and support for preparing a resilience strategy
- A network of cities which face a diverse range of resilience challenges and provide opportunities for information sharing
- A range of services brought to the city by private organisations (called Platform Partners)

All 100RC member cities have used the same working definition of urban resilience:

Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks they experience.



Source: Arup and the Rockefeller Foundation, city Resilience Framework, 2014

Stresses are chronic conditions which weaken the fabric of a city on a daily or cyclical basis; examples include high unemployment, health inequalities, inefficient public transport systems, endemic violence, and chronic food or water shortages. Acute shocks are sudden, sharp events such as terrorist attacks, fires, floods, earthquakes, and disease outbreaks.

By addressing both the shocks and the stresses, a city becomes more able to respond to adverse events, and is overall better able to deliver basic functions in both good times and bad, to all communities.

The qualities of resilient systems shown in Figure 1 are important in preventing the breakdown or failure of a system or of enabling appropriate or timely action to be taken. Cities can determine their overall resilience by understanding the presence or absence of these qualities within their systems and services.

Bristol has taken the broadest possible view of resilience to help understand how the city can continue to flourish in the face of rapid change. Our focus is on ensuring that resilience helps to break away from “business as usual” to take the city towards a flourishing future by securing multiple, cross-sectoral benefits from every (resilience-related) initiative undertaken.

100RC is particularly exciting for Bristol as it builds on the success of the city’s year as 2015 European Green Capital. Joining the 100RC Network is an opportunity to consolidate the city’s ambition to be a world leader in resilient and sustainable city development. Our view is that sustainability and resilience are inextricably linked.

Resilience = Flourishing for all in the face of future uncertainty

CITY OF BRISTOL



HEALTHY LIFE EXPECTANCY
GAP OF 16 YEARS



EUROPEAN
GREEN
CAPITAL
IN 2015



45 RELIGIONS



187 COUNTRIES
OF BIRTH



BRISTOL WAS
FOUNDED IN THE
EARLY 11TH CENTURY



POPULATION

442,500¹

528,200²

¹2014 ²2037 (PROJECTED)



91 LANGUAGES

This Bristol 50 Year strategy sets out a direction of travel to:

Bring city stakeholders together around a shared vision and ambitions.

Encourage a city-wide conversation about our common future.

Model a new form of collaborative city leadership.

WHY NOW AND WHY 50 YEARS?

In Bristol our resilience work is looking forward 50 years to 2066 using a range of tools and engagement methods, with support from the Government Office for Science Foresight Future of Cities Team and others, to develop a shared vision of the future and a direction of travel.

By developing an ambitious, long-term trajectory for the city, Bristol can rise to the global and local challenges that we face. Working backwards from a 50 year future to the present, we aim to unlock creativity and innovation and be confident that we are taking appropriately bold and ambitious steps in the short term.

This 50 year look ahead has helped us to realise the need for action now. In order to develop a flourishing future for Bristol, and improve our resilience to future uncertainty, we cannot wait for change to happen in the future. The UN recognises that people are already moving because of climate stresses and changing weather patterns and we know that Bristol is the only UK core city where the proportion of deprived areas is rising. Many people are already taking action on issues such as these globally. Bristol has the opportunity to be at the vanguard of change, but more action is required across sectors now to move us to a flourishing future for the city.

LEARNING FROM OUR PAST

Bristol's growth and change as a major city since its humble beginnings in the 10th century has much to teach us about future resilience. Significant social shifts can happen quickly and transform the city (as was seen through the closure of docks or building of the M32, for example) whilst other aspects of the city seem to go in cycles (immigration, regional governance for example). Being a resilient city means taking all of this in our stride, whilst constantly placing the welfare and quality of life of citizens at the heart of all action.

Over the past centuries, we have seen a number of transformations in our city. These stories can help to inform our future trajectory:

- We've moved from being an important node in the slave trade, to bus boycott and riots, to electing the first mayor of African or Caribbean heritage in Europe in 2016³.
- Bristol has strong association with Isambard Kingdom Brunel and the history of the railways, and has had a major port for centuries. In 2003 Concorde's last ever flight marked Bristol's significance as a hub for the aerospace industry, and in 2016 Bristol is home to a driverless car pilot⁴.



Bristol is internationally recognised as a city leader in renewable energy and smart city digital innovation. It is also proud of its independent spirit and its sense of creativity and fun.

- Bristol’s food history was marked by significant family businesses such as Fry’s chocolate manufacturer, and is now a hub for independent food production and retail, winning silver status as a Sustainable Food city in 2016⁵.
- Bristol’s cultural history is significant; Bristol Old Vic is the oldest continually-operating theatre in the English speaking world⁶; and continues to evolve, with world-class 21st century animations and as home to Europe’s largest street art festival, Upfest.
- The tobacco industry was a significant employer in Bristol, with Wills having the largest factory in Europe in 1970⁷. In the 21st century, we are spearheading anti-smoking action, with the first outdoor spaces in the UK designated as ‘no smoking’ in 2015⁸.
- Civil protest around change has always been a feature of life in Bristol, with bridge tolls in 1793 and resident parking charges in 2015 sparking protests.

UNLOCKING THE FUTURE

Bristol is internationally recognised as a city leader in renewable energy and smart city digital innovation. It is also proud of its independent spirit and its sense of creativity and fun.

This means that there is already a wealth of initiatives across the city challenging “business as usual” thinking with the aim of disrupting patterns to stimulate new (positive) behaviours. These initiatives – being spearheaded by public, private, voluntary and community organisations and individuals – are all important parts of the resilience jigsaw as they provide weak signals of future change. The city now has an opportunity to build on and connect these initiatives to underpin our resilience-building activities.

The development of the 50 year strategy has prompted us to think more deeply about what these innovations have in common and what they collectively signal about the future of the city and their potential for scaling up.

City “pattern disrupters” have been identified as already challenging business as usual; these range from the establishment of municipal energy and waste companies to the development of Bristol’s own currency, the Bristol Pound, and from the development of a Bristol approach to citizen sensing to a new approach to river catchment management. Each of these actions either stretch the current system in some way, or operate outside the system entirely. Either way, they are actions that could begin to transform the city’s systems if they are scaled up.

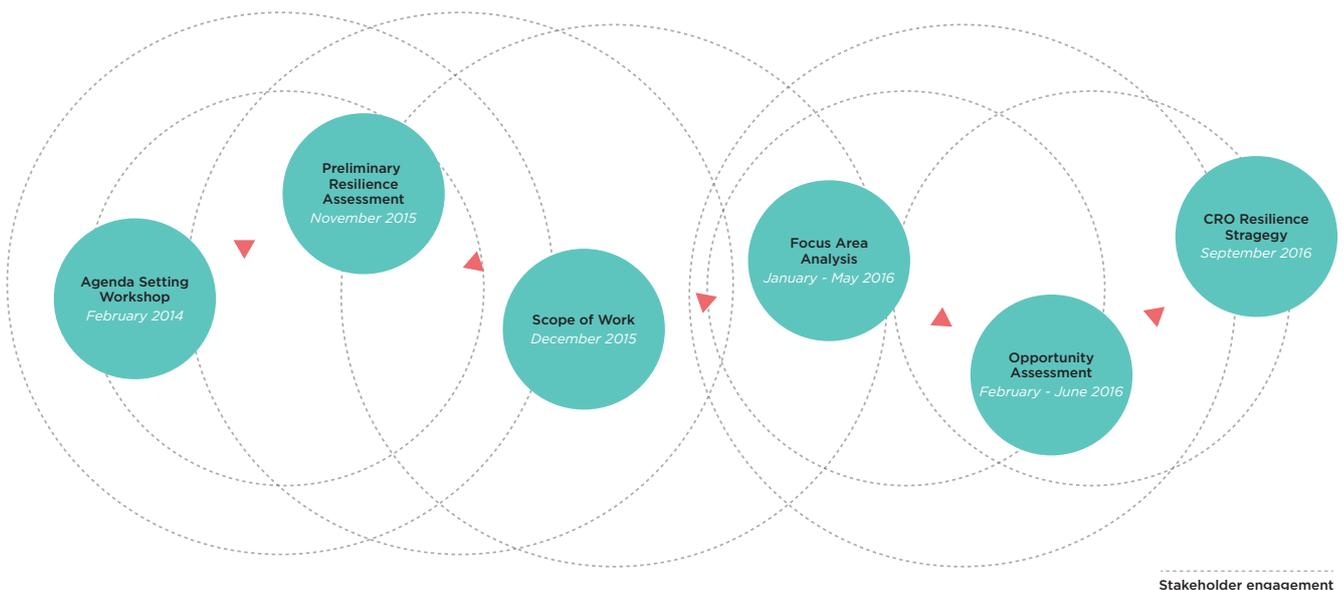
2. UNDERSTANDING RESILIENCE

OVERVIEW

Throughout the resilience process we have modelled some of the complexity of systems changes by creating a “messy” methodology, involving: building new relationships (and challenging existing ones), talking about shifting power and engaging in open-space conversations and encouraging non-linear collective inquiry and collaboration.

This also involved mirroring some of the qualities of resilience - striving always to be reflective, inclusive, flexible and integrated.

Throughout the resilience process we have modelled some of the complexity of systems changes by creating a “messy” methodology.



Bristol already has a highly engaged stakeholder community which has gone from strength to strength during 2015 due to the city's European Green Capital status.

APPROACH

As a Bristol citizen, the CRO felt strongly that everyone should have a stake in the city's future resilience. The approach taken was to build an open, inclusive process tapping into existing networks and groups wherever possible.

Bristol already has a highly engaged stakeholder community which has gone from strength to strength during 2015 due to the city's European Green Capital status. It was therefore important to build on this sense of shared priorities and encourage city dialogue throughout the resilience assessment process. Over 1,600 people were engaged in meetings, focus groups, workshops and events.

The aim was to create as many opportunities as possible for strategic partners and stakeholders across the city and region to work together to explore innovative ways in which co-benefits can be delivered through collective inquiry and collaboration.

The stakeholder engagement was complemented by a robust analysis of available data to review our shocks, stresses, strengths and weaknesses, and to understand how the city operates in order to focus efforts to strengthen our resilience and help Bristol to flourish over the coming 50 years.



150

meetings / interviews



17

public events



1,600

people



21

workshops and
focus groups





Agenda setting workshop

A range of more detailed research and analysis of our selected themes and discovery areas was undertaken, in order to improve our understanding of the issues and to uncover potential opportunities and actions that could be addressed through the Resilience strategy. This work was co-ordinated by the CRO, and undertaken by a range of stakeholders in working teams, supported by Arup where appropriate for certain tasks.

Much of this research surfaced opportunities for interventions that could be included in this Resilience strategy. In addition, we also sought input from a range of stakeholders. We applied a multi-criteria analysis to these opportunities, to identify those that would most effectively address Bristol's specific resilience challenges. This evaluation included a high-level assessment against the drivers of resilience as set out in the city Resilience Framework, (CRF) that have been considered most significant for Bristol; the critical shocks and stresses that were identified; and the qualities of a resilient city. This was then complemented by our knowledge of Bristol and the activity that was most likely to lead to transformation as a result of being scaled up.



3. RESILIENCE PARADOXES

Our work has identified five key tensions or paradoxes that articulate Bristol's challenges at different city scales – from the individual/community to the regional and global context.

Bristol, as an economically developed city with limited exposure to natural shocks, is a city that, in many ways, is thriving. Our resilience challenge is largely felt in underlying stresses and growing global uncertainty, such as our changing climate or health inequalities in the City. Its successes lie in its pioneering and independent spirit and personality. It is a city with vibrant cultures and a high quality of life. We want to use the concept of resilience to help Bristol to flourish today as well as in the future.

Our work has identified five key tensions or paradoxes that articulate Bristol's challenges at different city scales – from the individual/community to the regional and global context. These five paradoxes reflect the breadth of shocks and stresses that our analysis has identified as important in Bristol.

PEOPLE

Communities are diverse, but inequality threatens cohesion

Bristol's population is diverse, with 45 religions, 91 languages and 187 places of birth, and this diversity, which is set to increase over the coming decades, is one of the aspects that makes the city a vibrant place to live. At present, we largely co-exist respectfully and peacefully but inequality between different communities and neighbourhoods compromises social cohesion. The root causes of inequality need to be tackled to ensure that the city is made up of socially cohesive communities with all individuals having the assets and capacity to thrive.

PLACES

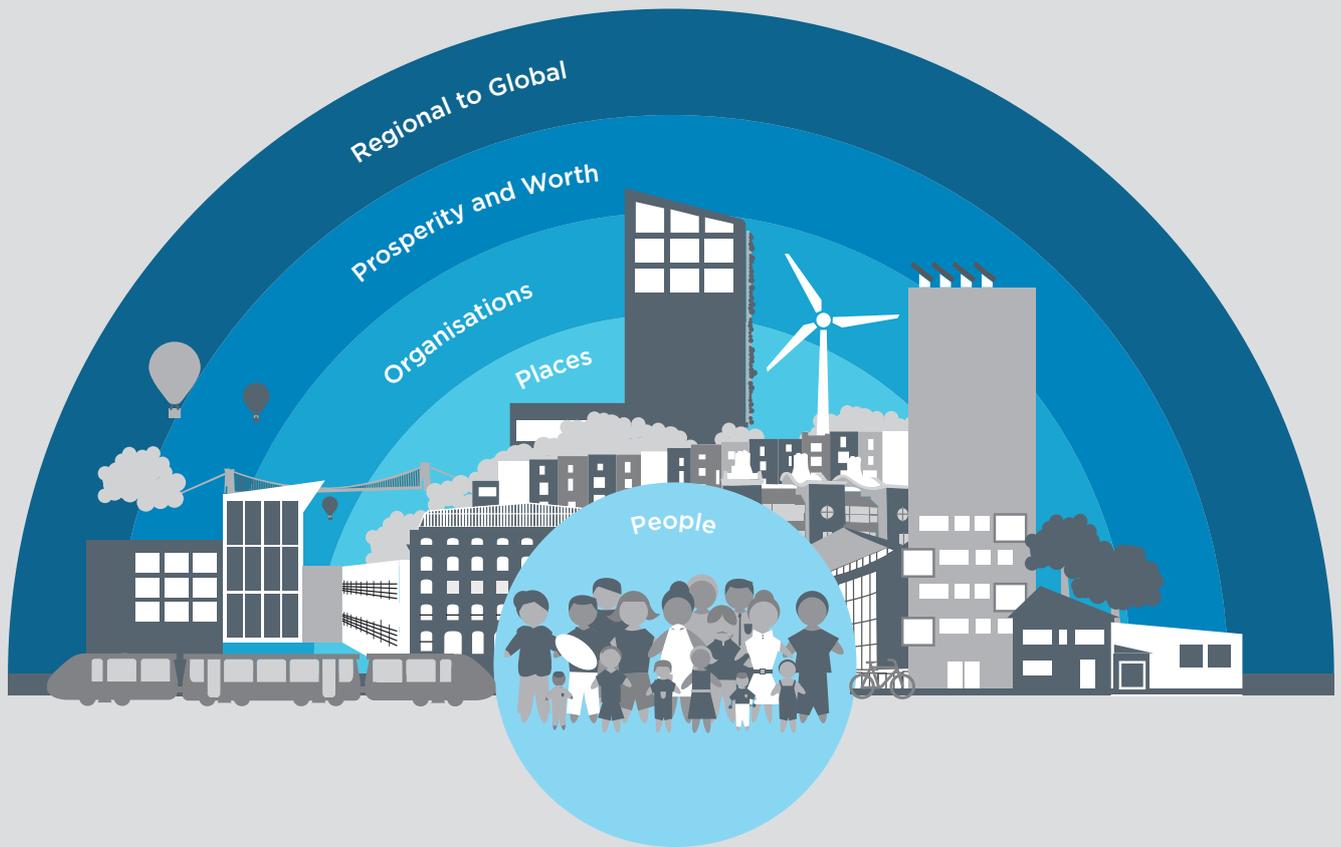
Built environment is 'greened' but not yet transformed

Bristol is seen as a 'green' city, having been the first UK city to hold the title of European Green Capital in 2015. Ambitious public commitments have been made to be zero carbon by 2050. However, we know that more audacious, bolder steps are needed to transform the built environment and people's behaviours. We also know that increasing uncertainty, particularly in relation to a changing climate, means that we need to adapt to future uncertainty and risk. Managing stresses such as transport congestion and ageing infrastructure is an important part of this challenge. Radical solutions, coupled with new forms of financing, must be secured to transform Bristol into an attractive and prosperous post-carbon city.

ORGANISATIONS

Civic society is engaged, but not connected

Many parts of the City are already highly engaged in working collaboratively to plan the future of the City, from grassroots activists to academia, from third sector bodies to City Council teams, from youth councils to partnership bodies, but this enthusiasm to cooperate is not always harnessed. Power is still perceived to lie, in top-down, siloed systems that operate in short-term political cycles. There are also many citizens who feel disconnected or unable to influence the future of the City or the wider City Region. The interests, aspirations and actions of citizens and civic society must be better connected to the City's formal planning, decision-making processes and delivery mechanisms to create a truly participatory future city.



PROSPERITY AND WORTH

The city is economically successful, but not equally flourishing

Bristol's success is measured in economic terms by Gross Domestic Product (GDP)/Gross Value Added (GVA) and is regarded as a highly productive net contributor to the national economy. It is also home to a higher number of creative industry start-ups than any other UK core city, as well as having the highest number of patent registrations. This is despite significant differences in health, income and access to opportunities between different communities and neighbourhoods. The gap between communities needs must be closed so that decent opportunities are accessible to everyone. Housing affordability is an increasingly important issue for the City.

Bristol is also increasingly recognised as a leader in next economy 'pattern disruptions' such as the Bristol Pound and Happy City and there is a strong movement to place more importance on the wider concept of flourishing but there are currently no city-scale metrics to truly value – and therefore aim towards – non-economic outcomes.

REGIONAL TO GLOBAL

The city is focused on strengthening local self-sufficiency but continues to be dependent on national and global systems

Many of Bristol's innovative projects and pattern disrupters are focused on promoting self-sufficiency and circularity of systems – for example encouraging local consumption and production with the Bristol Pound or reducing our carbon footprint and waste streams. However, this needs to be finely balanced with the need to continue to benefit from national and international systems and infrastructure that provide some of the basic services we need to function well in times of prosperity, as well as in times of stress. These range from our energy infrastructure, to the global food market and location of global corporations in Bristol. This national and global interdependency can also make us vulnerable to a range of external shocks that we have little control over locally.



4. FRAMING OUR FUTURE

OUR VISION

By 2066 Bristol is a flourishing, welcoming city which inspires confidence in local and global investors, and our success is shared by all.

This sets out our long-term direction of travel. It reflects the need for change at all scales: starting with individual citizens, through local communities and neighbourhoods, to the city as a whole and its place in the wider world.

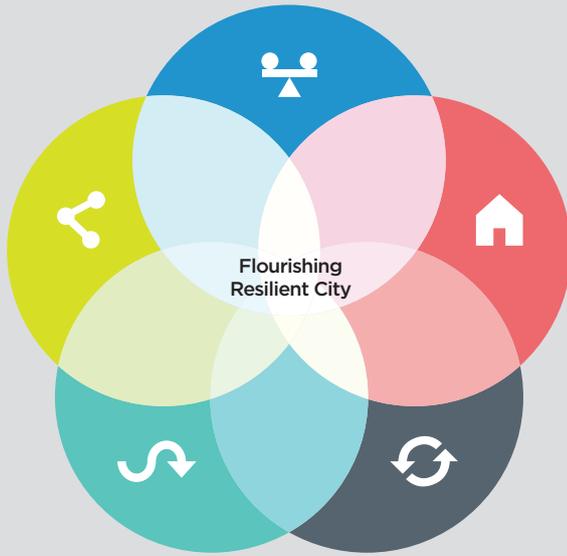
By 2066 Bristol is a flourishing, welcoming city which inspires confidence in local and global investors, and our success is shared by all. Our neighbourhoods are affordable, attractive, healthy and well-connected places where people of all ages and backgrounds trust and help each other. Our infrastructure and services are flexibly designed and managed to cope with uncertainty.

Five pillars have been developed to describe the outcomes that we can hope to achieve over the course of the coming decades, in support of this vision.

These five pillars are supported by goals over the next 50 years, demonstrating the direction of travel for the city.

Responding to each of the five paradoxes set out in section 3 will help us to move towards achieving these ambitious outcomes for Bristol.

A range of innovative and disruptive actions have been developed to support this vision, pillars and goals as detailed in the next section.



Fair

Every person living in Bristol has the assets and opportunities to enjoy a good quality of life.



Liveable

The city centre and neighbourhoods are great places for people of all ages to live, work, learn and play.



Sustainable

The city and region prosper within environmental limits through adopting new behaviours and technology.



Agile

Bristol citizens and leaders make agile decisions based on shared priorities and real-time information.



Connected

A strong network of local communities and organisations promotes trust, cooperation and shared action across the city.



Fair

Every person living in Bristol has the assets and opportunities to enjoy a good quality of life.

Goals, by 2066 Bristolians will:

- Be providing opportunities for all to close the education gap
- Provide affordable housing for all
- Be free from child poverty
- Be free from health inequality
- Deliver a fair income ratio in the city between highest and lowest incomes

Addressing the resilience paradoxes: Achieving greater equality and social cohesion are crucial to increasing Bristol's resilience; providing affordable and quality access to opportunity, as well as to energy, water, food and shelter being the starting point for a resilient place.



Liveable

The city centre and neighbourhoods are great places for people of all ages to live, work, learn and play.

Goals, by 2066 Bristolians will:

- Benefit, across the whole city, from the multi-functional value of green infrastructure and the natural environment
- Live in an age-friendly city, with all ages able to access all necessary services within a 20 minute journey by a sustainable mode of transport
- Achieve clean air for Bristol

Addressing the resilience paradoxes: Green infrastructure and the natural environment can provide multiple benefits such as active travel, improved air quality, improved health and wellbeing, and reduced impacts of flooding, climate change, and environmental degradation, and reduced transport costs.



Sustainable

The city and region prosper within environmental limits through adopting new behaviours and technology.

Goals, by 2066 Bristolians will:

- Develop a zero waste city
- Live in a carbon neutral city
- Live in a circular city

Addressing the resilience paradoxes: Creating an effective circular economy means that resources (products, components and materials) are used to their highest utility in the economy. This reduces the impact of resource scarcity (e.g. energy, food, water, materials), future-proofs our infrastructure and our economy, and protects our natural environment.



Agile

Bristol citizens and leaders make effective decisions based on shared priorities and real time information.

Goals, by 2066 Bristolians will:

- Be using city data to reduce inequality
- Develop new partnerships to co-create and scale up city solutions
- Deliver local bonds and place-based investment to transform the city

Addressing the resilience paradoxes: Being more agile will help to future-proof Bristol's infrastructure and wider assets, whilst also promoting long-term resilience planning rather than just short-term financial returns. It will also help to deliver jobs and skills for local people, whilst empowering citizens to support projects they are passionate about, and providing key infrastructure assets for Bristol.



Connected

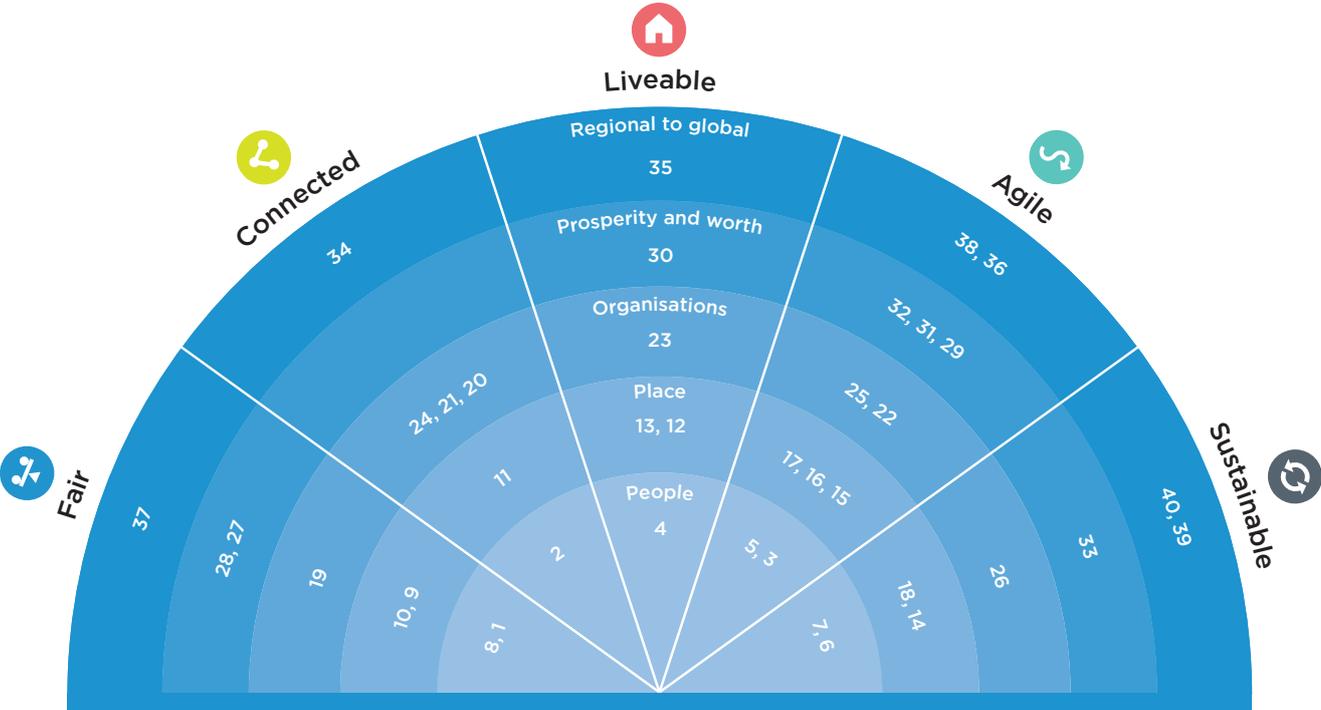
A strong network of local communities promotes trust, cooperation and shared action across the city.

Goals, by 2066 Bristolians will:

- Be living by a city charter for shared values
- Benefit from city-wide community cohesion
- Design and deliver services by self-organised communities

Addressing the resilience paradoxes: By implementing actions related to this pillar, we aim to develop a participatory culture, by undertaking projects that appeal to those across a community with tangible outcomes, where participants contribute and benefit equally.

5. REIMAGINING THE CITY



We know that in order to be resilient over the next 50 years, we will need to be reflective, and able to learn and adapt over time. We also know that Bristol is defined by its pioneering attitude, willingness to experiment and lead with engagement from a wide range of partners.

This section sets out a collection of some – but by no means all – of the pattern disrupters that will challenge business as usual in the city to put us on a more resilient trajectory for the future. We are committed to delivering, catalysing or scaling these in the short to medium term. The diagram above serves to signpost the actions contained within the remainder of the document.

- Short-term = 1-2 years**
- Medium-term = 2-5 years**
- Long-term = 5 years+**



PEOPLE

PEOPLE

1 Tackling street homelessness



Bristol is experiencing a rise in homelessness with the city having a significant gap between demand and supply of suitable accommodation for homeless people and families. The aim is to eliminate or significantly reduce involuntary rough sleeping in Bristol within 12 months, whilst ensuring that the quality of accommodation provided is of a suitable standard.

Bristol's new city Office will develop a strategic plan in the coming months, aimed at increasing the supply of accommodation at all levels, which is appropriate to immediate needs, and also considers longer term housing.

Delivery

- Potential partners: Bristol City Council (Housing lead), University of the West of England, University of Bristol, Registered Social Landlords, Developers, Bristol Housing Board, West of England authorities, Crisis Centre Ministries, Bristol & Bath Regional Capital CIC
- Timescale: Short - medium-term

2 Cultural engagement to build social cohesion



While Bristol is seen as a place where the arts are thriving the experience of arts and culture is not equitable or accessible for many of Bristol's citizens and often does not reflect the cultural ecology and diversity of the city.

"Migrant Dialogues", created by Mescaldis and undertaken in Barcelona, takes an art-lead approach to build social cohesion, strengthen community networks, create space for dialogue about diversity and migration and promote intergenerational conversations.

The next step is for Bristol stakeholders from the Council's crime prevention and equalities teams to work with Mescaldis to identify an appropriate neighbourhood and local partners and funders to deliver an initiative in Bristol to build a dialogue about immigration, diversity and neighbourliness.

Delivery

- Potential partners: Mescaldis, BCC Crime Prevention and Equalities, Community Theatre Company, Watershed, Pervasive Media Studio, Playable city, Bristol Cultural Development Partnership, Ujima
- Timescale: Short-term

3 Votes for 16 year olds



While Bristol has an active youth council and 16 and 17 year olds across the city hold many responsibilities in society, they do not have a change to influence key decisions which will define their future. Extending votes for 16 year olds will provide 16 and 17 year olds with the chance to be involved in democracy and ensure youth issues are represented.

This will follow the precedent set by the Scottish Elections (Reduction of Voting Age) Act, May 2016, which allows 16 and 17 year olds to vote in Scottish Parliament elections and local government elections.

In Bristol, this would mean asking for the devolved responsibility to allow 16 and 17 year olds to vote in local elections.

Delivery

- Potential partners: Bristol City Council, Votes at 16 Coalition
- Timescales: Long-term

4 Social action volunteering



Following an initial two-year set up period, funded by Cabinet Office and supported by Nesta and Bloomberg Philanthropies, Bristol and partner cities will develop the role of the active citizen in the 'life' of the city.

Over the next two years the team will aim to work with the private, voluntary and community sectors as well as other parts of the public sector to create a whole city approach to addressing key city challenges through social action. Some of the projects that will be scaled up include:

Volunteer platform – Creates easy access to information from many sites of volunteering opportunities.

Employer Supported Volunteering (ESV) – BCC is updating its staff volunteering policy and working with other employers to implement this.

National Citizens Service (NCS) – Bristol to become a pilot for the new NCS scheme, with a focus on cultural and media sectors for young people.

Delivery

- Potential partners: Bristol City Council, NCS Trust, Office for Civil Society (OCS)
- Timescale: Short - medium-term

PEOPLE

5 Citizen data engagement



We will leverage data to find solutions to city issues, using existing and near-term initiatives such as REPLICATE. We will build the capacity of organisations and citizens to use data to shape projects and achieve 'smart' city outcomes.

REPLICATE (REnaissance of Places with Innovative Citizenship And Technologies) is a €25 million Smart city 'Lighthouse' project. In Bristol, it is employing digital technology to explore the impact of integrating smart energy and smart transport interventions in the neighbourhood of Easton. Bristol is a city within the URBACT Resilient Europe network which aims to share experiences on resilience and sustainability across the network. Bringing these two projects together will enable Bristol to develop a real neighbourhood focus to data engagement.

Delivery

- Potential partners: University of Bristol, Bristol City Council, Knowle West Media Centre, Learning city.
- Timescale: Medium-term

6 Participatory city



The Participatory City is a global initiative empowering local people to invent unique and innovative projects, which see them working together on ideas which make their neighbourhoods more exciting and enjoyable places to live.

A large demonstration neighbourhood is being built in London starting in early 2017. It is intended that this neighbourhood will become a model for wellbeing, sustainability and equality.

Key to the success of the project will be the ability of the neighbourhood to collaborate widely to bring many fresh ideas together in an open source environment. Bristol could host a similar project to bring the ideas from The Participatory City to the city.

Delivery

- Potential partners: Bristol City Council, Demonstration Neighbourhood
- Timescale: Medium-term

7 Green and black



Inclusiveness and environmental awareness are key concerns for Bristol now and in the future. The Green and Black initiative aims to kickstart a long term series of activities and relationships with Black and Minority Ethnic (BAME) communities around the legacy of the European Green Capital year.

This action will focus on developing young BAME ambassadors to raise environmental awareness in their communities and more broadly around the city. It is intended that the programme will engage the ‘future city’ academics at the universities and act as a catalyst for one or more corollary projects in both the Impact and Research agendas. One larger scale project is hoped to emerge that the partners can take to an external funder (e.g. Esmée Fairbairn) for support.

Delivery

- Potential partners: Green Capital Partnership, Ujima, University of Bristol, Bristol City Council, Social Intelligence Institute
- Timescale: Medium-term

8 Community-based adaptation



Communities that are self-organised in day to day life are inherently better prepared to respond to, and recover from, unexpected events in their neighbourhoods. Community based adaptation (CBA) has been pioneered in developing countries to build capacity in vulnerable and marginalised communities to become more resilient to climate change impacts. An important lesson from CBA practices is that a multi-level, cross-sectoral approach involving a range of different stakeholders - including the residents themselves - is necessary to develop adaptive capacity and build long term resilience.

This action builds on the principles of CBA and experience from a number of existing projects and initiatives in Bristol, the south west and other cities around the world. It aims to develop a more integrated and inclusive approach to working with communities to empower them with the knowledge, confidence and resources to take action when affected by local shocks.

Delivery

- Potential partners: Bristol City Council Civil Protection Unit, Cities of Service team, Local Resilience Forum, Groundwork (funded by Big Lottery Fund), Bristol Resilience Network, Community Development teams, UL Cabinet Office.
- Timescale: Short-term

A woman and a man are riding bicycles on a paved path that winds through a dense, lush green forest. The path is shaded by the trees, and the surrounding vegetation is vibrant and full of life. The woman is on the left, wearing a white top and shorts, and the man is on the right, wearing a light blue shirt and blue shorts. The overall atmosphere is peaceful and scenic.

PLACE

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City Images

by Getty Images

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9 New models of housing delivery



Bristol is facing a housing crisis. Yet decent affordable homes are the foundation of a successful city. The Mayor has pledged to deliver 2,000 new homes (800 affordable) per year by 2020. This will be achieved by setting up a Local Housing Company. This Company will have a remit to promote use of brownfield sites across the city for housing, work with local communities and support the development of alternative housing initiatives such as co-housing and communal living that aim to tackle wider social challenges such as social isolation and community cohesion.

Delivery

- Potential partners: Bristol City Council (Housing lead), University of West of England, University of Bristol, Registered Social Landlords, Bristol Housing Board, West of England authorities, local builders, Community Land Trusts, developers and investors (e.g. Meridiam)
- Timescale: Short - medium-term

Learning from elsewhere – Housing for a Resilient New Orleans

To combat new city trends, such as a 50% increase in cost of rental since 2000, Housing for a Resilient New Orleans has created an integrated housing framework. This uses the strength of a growing local economy and creates a new approach to providing affordable housing choice for residents.

It creates new policies and tools to address new and long-standing challenges so everyone can participate in the city's growing prosperity. This guided by three core principles: equity, collaboration and openness.

This will support development of new affordable rental and homeownership opportunities, preserve affordability, expand access to opportunity using the fair housing principle, and increase accessibility for vulnerable populations.

(<http://www.nola.gov/home/buttons/resilient-housing/>)

10 Free bus travel for under 16s



Currently there is free bus travel in Bristol only for children under 5, with half price tickets for those ages 5-15. Those aged 16 and under can receive a free bus pass, for free school travel from the Council if they go to their nearest school and meet certain distance or safety eligibility criteria. Extending this free service to all under 16s will promote bus use and may help to reduce school time congestion. Lessons can be learnt from Transport for London who provide this on all on their bus and tram services.

Delivery

- Potential partners: First Group, Bristol City Council
- Timescale: Short - medium-term

PLACE

11

Repurpose neighbourhood partnerships



Local scale funding can help local communities to increase social cohesion and build local capacity. Through the Avonmouth Community Resilience Fund, Bristol is trialling a new approach, with a focus on local priorities of jobs and employment, a flourishing high street and social impact.

Bristol is also involved in an EU project, URBACT, which will inform new possible models for improving neighbourhood-level resilience.

Neighbourhood Partnerships are designed to allow decision-making to have an impact at a local level. Through a new approach, they can become truly representative and help to channel funding to new local research-backed initiatives, systems, and policy changes that help provide an inclusive approach to improving resilience.

Delivery

- Potential partners: Bristol City Council, Neighbourhood Partnerships
- Timescale: Medium-term

Learning from elsewhere - Portland, Oregon

In 2005, the City of Portland engaged community members in a comprehensive review and assessment of Portland's 35-year-old neighbourhood and community involvement system. The result was a unique, comprehensive and strategic "Five-year Plan to Increase Community Involvement in Portland." The ongoing implementation of this plan by the City of Portland and its community partners is dramatically increasing the scope and quality of public involvement and participatory democracy in Portland.

As part of this, a new Neighbourhood Small Grants program was created. Additional community organizing and technical assistance staff were added to the Office of Neighbourhood Involvement to work with community groups and city agencies.

[source: <http://participedia.net/en/cases/five-year-plan-increase-community-involvement-portland-oregon>]



The ongoing implementation of this plan by the City of Portland and its community partners is dramatically increasing the scope and quality of public involvement and participatory democracy in Portland.

12 Legible city



Bristol Legible City (BLC) is a landmark project which was begun 20 years ago as a unique concept to improve people's understanding and experience of the city through the use of identity, information and transportation projects.

The project has recently agreed funding for the next initiative which is to develop innovative city information resources to support modal change in transport and encourage active travel choices. The initiative will deliver a suite of digital, printed and street-based information products to encourage residents and visitors to explore the city on foot, bike and using the public transport system. BLC's intelligent and integrated, user-centred approach to wayfinding and transport information has been developed to support better public health and reduce greenhouse gas production. The initiative will be deliver an enhanced pedestrian wayfinding system across the city and developing new user-friendly information for the cycle network and the MetroBus network.

Delivery

- Potential partners: BCC, Legible City, MetroBus, Platform Partners
- Timescale: Short - medium-term

13 20 year transport strategy



This action will promote the development of a 20 year plan to create better places and help people move around by enabling a large scale shift to sustainable transport in Bristol. We currently have plans to deliver new transport infrastructure within the current funding and planning cycles, this strategy will enable us to look further ahead and to test more radical interventions to reduce congestion.

To support the development of this strategy, using MIT (Massachusetts Institute of Technology) Smart's SimMobility Platform, we will quantify the impact of different transport options. We will use 50 year scenarios to support strategy development, and will ensure other transport strategy refresh projects are integrated with this longer-term view.

Delivery

- Potential city partners: Bristol City Council (Transport); Network Rail, West of England Authorities, Sustrans; First Group; Bristol Ageing Better; Child Friendly City; University of the West of England
- Potential partners: MIT Smart, EY
- Timescale: Medium-term

PLACE

14

Clean air city



Bristol is part of an EU funded consortium of universities and research institutions to actively engage European citizens in measuring their personal impact on air quality and CO2 emissions in their cities. The project will use innovative tools like specially made apps and games for smart phones to generate citizen-led policies to improve air-related health in our cities.

Thousands of people across Europe will be invited to share their views on how to reduce air pollution and improve related public health in six pilot cities. Residents will use a game on their smartphones, tablets and laptops to suggest how their home cities should develop in the future. The result will be directly translated in improved city policies.

In Bristol we will focus on raising awareness about poor air quality and work with citizens to identify simple actions that can improve air quality in their local streets.

Delivery

- Potential partners: University of West of England, BCC Sustainable City Team
- Timescale: Medium-term

15

Climate change adaptation plan



As a signatory of the Compact of Mayors, Bristol has a long-established approach to climate change mitigation (see action R4). This action will build on this success and develop an approach to adaptation to climate change.

A plan will be developed to future-proof the city by identifying the major climate hazards and their potential impact, a framework for adaptation, and identification of strategies to build climate resilience. Consideration of the issues will be required at a city scale with actions targeted at a local scale with their benefits well communicated.

Delivery

- Potential partners: Bristol City Council
- Timescales: Short-term

16

Establishing a resilient city financing structure



Bristol will explore options for establishing a Resilient city financing structure by aggregating a suite of small and large scale place-based projects focusing on improving local resilience (e.g. flood defences, green infrastructure, community facilities and new housing). The structure would seek to blend public and private money and take a long term view (at least 25 years) to achieve a social as well as a financial return on investment.

Delivery

- Potential partners: Bristol City Council (Economic Development) Bristol Energy and Waste Companies, Bristol & Bath Regional Capital Community interest Company, University of Bristol, University of West of England, Meridiam, Ernst and Young, Microfinance Opportunities, Social Finance, Transform Finance.
- Timescale: Medium-term



PLACE

17

Manage our future flood risk



The flood event with the potential for most severe damage to the city centre is a tidal flood. Bristol's Central Area Flood Risk Assessment (CAFRA) predicts that the current trend of rising sea levels will accelerate due to the impact of climate change, causing the likelihood of tidal flooding in central Bristol⁹.

A strategy is being developed to recommend an adaptive programme, identify when flood risk management interventions are needed and examine how they will be funded.

Delivery

- Potential partners: Bristol City Council Flood team, Environment Agency, Local Enterprise Partnership
- Timescale: Medium-term

18

My wild rainwater street



Greening local neighbourhoods helps to make our City more liveable, whilst also improving local biodiversity, enhancing sustainable drainage, and reducing the urban heat island effect. Bristol will build on existing initiatives, including Avon Wildlife's Trust's My Wild Street, Wessex Water's Rainwater City, and Embleton Road SuDs, to develop an approach that communities across the city can engage in.

Delivery

- Potential partners: Green Capital Partnership, Bristol City Council, Avon Wildlife Trust, Wessex Water, Sustrans
- Timescale: Medium-term

Learning from elsewhere - Metropolitan Urban Forest Strategy, Melbourne

During the Millennium Drought (1998-2007) many of Melbourne's trees were in a critical state, so work had to be undertaken to replant and protect them. Since 2012, 12,000 new trees have been planted. The Urban Forest Visual project developed a map of 70,000 of the City's trees. It provides data on the life expectancy, species of tree and the option to 'email the tree'.

The aim was that residents could know more about the city's trees, their importance and email reports to the Council on the state of the trees. Instead, people used this as a chance to write love letters to trees. To date, 3000 emails to trees have been received from all over the world.

[<http://melbourneurbanforestvisual.com.au/#abo>]



ORGANISATIONS

ORGANISATIONS

19

Bristol manifesto for race equality



Inequality, lack of social mobility and exclusion from the economic, social, cultural and political spheres are among the key challenges facing Bristol's communities.

Bristol Manifesto for Race Equality aims to make a clear declaration of values, vision, and intentions for the city's communities, a call for action, and a timeline. The Manifesto highlights key areas where racial inequalities persist and where the gaps are widening¹¹.

Delivery

- Potential partners: Bristol City Council (equalities team), Voscur, Avon and Somerset Black Police Association, SARI, Black South West Network, Building the Bridge, Nilaari, Ujima Radio and Somali Media Group.
- Timescale: Short-term



20 City knowledge exchange platform



We will explore a range of options for developing an open knowledge platform for connecting people, organisations, ideas and knowledge across the city. It would enable ideas to be connected across themes and could connect project ideas with possible funders.

Delivery

- Potential partners: 2Degrees, Bristol City Council, Green Capital Partnership, Private Sector sponsors. Potential platform partners: Your Priorities
- Timescale: Long-term

21 Bristol green capital partnership



The Bristol Green Capital Partnership is an independent leadership organisation. It was founded in 2007 and formed as a Community Interest Company in 2014, has more than 850 member organisations, ranging from businesses and the public sector to charities & community organisations. It is currently working on a range of projects towards its vision of 'a sustainable city with a high quality of life for all'. These include; co-leading the carbon neutral theme within the Urban Living Partnership, which seeks to identify barriers to major change; leading on thinking around sustainable regional planning and high-quality growth and under regional devolution processes; and working with stakeholders on promoting Bristol as a UK and global leader in using the UN Sustainable Development Goals as a framework for future city development, integrating environmental and social considerations.

Delivery

- Potential partners: BGCP Members organisations and Board in partnership with many organisations in the city
- Timescale: short-term

ORGANISATIONS

22 City Office



The City Office aims to tackle cross-cutting, complex issues through a shared approach to strategic leadership with the ability to deliver tangible outcomes through targeted projects. It will aim to help collective actions, help to remove barriers to change and connect with new people in new ways. The exact scope of the office, including projects and physical space, is in development.

Delivery

- Potential partners: Bristol City Council
- Timescale: Short – medium-term

23 Family friendly city



Despite 25% of the city being made up of those aged 18 or under their views are often neglected. A Family Friendly City conference will investigate what constitutes a family friendly city and will highlight the rights and needs of children and young people as active Bristol citizens and vital city assets. This will include people from a wide range of backgrounds, including UNICEF, small local organisations, as well as the opinions of the youth council and younger children.

Delivery

- Potential partners: UNICEF, Room 13, Architecture Centre, Playing Out, University of Bristol.
- Timescale: Short-term



24

Transformative Leadership



Transformative Leadership is a practical leadership framework that helps individuals and organisations adapt and thrive in challenging environments. It describes the ability to take on the gradual but meaningful process of change, both individually and collectively. The food system, with elements including growing, processing, logistics, distribution, selling, buying, cooking and eating, is complex. In order to drive change to address the long-term stress of food security and develop more resilient approaches, new leadership and skills will be required. The food sector therefore provides an excellent sector in which to pilot this approach. This project will develop and test approaches to delivering this including U-Theory which has already attracted much attention and hundreds of participants in Bristol.

Delivery

- Potential partners: Bristol City Council, Food Policy Council, Bristol Green Capital Partnership, MIT U-Theory (Massive Open On-line Course) Neighbourland
- Timescale: Short-term

25

SevernNet circular economy plan



SevernNet is a not-for-profit enterprise bringing together businesses and community enterprises in the industrial areas of Portbury, Avonmouth and Severnside to the north-west of Bristol city centre. SevernNet has developed, with bottom up and top down input from stakeholders across the area, an Economic Plan for the area with five key themes. These are Place and Connection, Transport, Skills, Enterprise and Circular Economy.

SevernNet already has the cooperation of 10 key businesses in the areas to start developing initiatives to:

Identify and support opportunities for linkages (e.g. into existing or new businesses and enterprises) and minimising / eliminating waste (complementary to supply chain enterprise initiatives), new models of enterprise; business redesign and renewable energy sources; and

Promoting and supporting opportunities to develop the local sharing economy e.g. tool shares, repair clubs, clothes swaps.

Delivery

- Potential Partners: SevernNet
- Timescale: Medium – long-term

A young boy with short dark hair, wearing a blue school uniform, is leaning over a desk in a classroom. He is holding a yellow pencil and writing in a notebook. The background is slightly blurred, showing other students and classroom decorations. The text "PROSPERITY AND WORTH" is overlaid in white, bold, sans-serif font across the middle of the image.

PROSPERITY AND WORTH

26

Meaningful experience of work



The Mayor's proposed City Office has identified young people's experience of work as an area for urgent improvement. Initial scoping has found that young people, and particularly those not in employment or education (NEETs) and those leaving the care system, are not accessing "meaningful" work experience to help with their pathway to employment.

This initiative will work with young people and local employers to develop a framework for 'meaningful work experience' that will be accessible to NEETs, care leavers and Year 10 pupils doing their week of formal work experience. It will also link to other successful local projects such as HYPE West which helps young people into employment and the Skills Bridge Skills Bridge which is an online portal aiming to make it easier for organisations and groups across Bristol to connect with both universities in Bristol on student-community engagement projects.

Delivery

- Potential partners: City Office, Bristol City Youth Council, the UK Youth Parliament, the Universities, Bristol City Council Human Resources team, Babbasa (a Youth Empowerments Projects Community Interest Company) and local employers.
- Timescale: Short - medium-term

27

City metrics for flourishing



We will develop a new set of high level city metrics - aligned with the Sustainable Development Goals - for all stakeholders to aim towards a fairer, healthier, happier and more resilient city. This will help to support evaluation of projects and programmes across different organisations and policy areas. This will help us move away from GDP as the core measure of success, and have a shared set of metrics.

Delivery

- Potential partners: Bristol City Council (Intelligence); Happy City; Green Capital Partnership; Common Good; Health and Wellbeing Board; Local Enterprise Partnership; Local Nature Partnership, Black Network South West
- Timescale: Medium-term

PROSPERITY AND WORTH

28

Engine Shed 2



The Engine Shed is a venue designed to host a hub of activity where entrepreneurs, business leaders, academics, students and corporates can collaborate. It is recognised as a prominent, active, innovative and provocative environment dedicated to promoting sustainable economic growth in collaboration with a number of significant partners.

The intention is to build upon the success of the first phase of the Engine Shed to implement the Engine Shed Phase 2 (ES2). This will be embedded in the existing facility and aims to build something more powerful and sustainable. It will provide more floor space for business incubation, business growth and space for meetings, collaboration, teaching, exhibition, display and discussion¹³.

Delivery

- Potential partners: University of Bristol, Bristol City Council
- Timescale: Short-term

29

Protecting and Valuing green space



We will develop a high level assessment of the financial value of green spaces across the city to assist with future investment decisions. A valuation analysis of the natural capital in Bristol's parks will be conducted, which includes certified values of each ecosystem service. There is a lack of sustainable funding for green infrastructure. This assessment will provide an evidence base to support increased uptake and delivery of green infrastructure projects, both improvements to existing green space and delivery of new projects.

Delivery

- Potential partners: Bristol City Council (Parks and Environment), Avon Wildlife Trust, Local Nature Partnership, Natural Capital Trust, Bristol & Bath Regional Capital CiC, Earth Economics, The Nature Conservancy, Arcadis
- Timescale: Medium-term

PROSPERITY AND WORTH

30 Young Future Bristol



The young people of Bristol need to be equipped with digital skills today to make sure they are not excluded from accessing the growing future jobs market in the region's digital and high tech sector. The school curriculum is not equipping pupils with these skills and most children from less privileged families do not have opportunities to gain these skills outside of the school setting. Young Future Bristol has been set up to target this future skills gap and build a new generation of coders and technologists and internationally to support the delivery of a technology engagement programme for young people. They provide the "kit" (laptops and Raspberry Pis) and technical expertise and guidance to help young people develop digital skills for the future workplace.

Delivery

- Potential partners: Digilocal - led by High Tech Bristol and Bath with sponsorship from local businesses, CodeClub and DigiLocal clubs, Knowle West Media Centre, Bristol City Council Cities of Service team
- Timescale: Short - medium-term

31 Open data platform



Bristol City Council's Open Data goal is to unlock value for the Council, citizens and businesses by sharing Bristol's data to address city challenges, promote innovation and make the city more open and accountable. The council already shared over 130 data sets on its Open Data Platform but in order to extend reach and impact the council is currently developing its open data ecosystem to make it easy a possible for employees, external organisations and citizens to interact with data.

The Council also understands that publishing and encouraging access, use and re-use of data is only a part of the process, and is therefore committed to an ongoing community engagement programme. Current engagement activity includes, but is not limited to, an open data challenge series and support in the delivery of 'The Bristol Approach to Citizen Sensing' with Knowle West Media Centre.

Delivery

- Potential partners: BCC, Knowle West Media Centre
- Timescales: Short-term

PROSPERITY AND WORTH

32

Natural Capital Trust



We will support the development of the Natural Capital Trust (NCT) as an innovative mechanism to deliver enhancement in the quality of the natural environment across the West of England region. The NCT will act as a conduit of funds from developers, and from potential beneficiaries of Payments for Ecosystem Services schemes, to support a range of projects which ensure provision of services by ecosystems, enhancing (amongst other things) resilience to the effects of climate change and of the region's infrastructure.

Delivery

- Potential partners: Bristol City Council (and other UAs in the region); West of England Nature Partnership; Health and Wellbeing Board; Local Enterprise Partnership; utility providers; developers; English Nature; Environment Agency; Highways Agency.
- Timescale: Medium-term



An aerial photograph of Glasgow, Scotland, showing the Clifton Suspension Bridge spanning the River Clyde. The city is densely packed with buildings, and the river winds through the urban landscape. The sky is filled with soft, white clouds. The text 'REGIONAL TO GLOBAL' is overlaid in the center in a large, white, sans-serif font.

REGIONAL TO GLOBAL

REGIONAL TO GLOBAL

33

100RC Post Industrial Group - Next Economy



Whilst Bristol has a great story to share, we have a lot to learn from other cities. We want to explore how other cities are addressing the legacy of post-industrialisation to transform into thriving and vibrant places

We will work with the post-industrial cities of Glasgow, Boulder, Durban, Huangshi, Melbourne, Pittsburgh, Rotterdam and Vejle to share best practice and develop new innovative approaches to local challenges.

Delivery

- Potential partners: Multiple platform partners, including Arup, Arcadis, EY, CISCO, Microsoft, Siemens, Veolia, WWF, and other.
- Timescale: Medium-term

34

Urban integrated diagnostics



The Urban Living Partnership promotes research and innovation initiatives that help to improve the city's health, well-being and prosperity as they face up to challenges of modern urban living.

The Bristol 'pilot' project will bring citizens together with researchers, local authorities and partners from business and the third sector aimed at investigating the very real challenges facing the city across four areas: mobility and accessibility, health and happiness, equality and inclusion, and tackling dependency on fossil fuels. Bristol will learn from other pilot cities of York, Leeds, Newcastle & Gateshead, and Birmingham.

Delivery

- Potential partners: Bristol City Council, South Gloucester City Council, University of Bristol, University of the West of England.
- Timescale: Short-term

35

Resilience Impact Assessment



Bristol City Council currently requires major initiatives and investments to be subject to an Environmental Impact Assessment (EIA) and an Equalities Impact Assessment (EQIA). The use of a resilience lens to assess the impact of initiatives and projects would provide an integrated and systemic view of risks and impacts associated with city interventions. Some 100RC cities such as have introduced the use of the resilience lens to assess projects. New Orleans, for example, has established a Resilience Design Review Committee for regular project review.

The release of this strategy provides a timely opportunity to consider how resilience is embedded into design and implementation of city and regional projects. A group of officers will be convened in the City Council to develop proposals for integrating resilience thinking into internal assessment processes.

Delivery

- Potential partners: Bristol City Council, 100RC Cities
- Timeline: Short-term

Learning from elsewhere: Resilience Design Review Committee, New Orleans

The City of New Orleans has established a Resilience Design Review Committee to undertake regular project reviews. This meets monthly to review and advise the CRO on all construction projects either funded as a resilience programme or that have storm water and green infrastructure components.

<http://nola.gov/resilience/designreview/>

36

Resilience and West of England devolution deal



Bath, Bristol and South Gloucestershire councils have proposed £1bn West of England devolution deal which is now up for public consultation. The deal would devolve, from the government, agreed funding and powers to the region, including decisions regarding transport, investment, funding, skills training, business support, housing and strategic planning.

A workshop to explore how devolution of funding and powers could improve city resilience will be undertaken, and integrated into the new governance structures.

Delivery

- Potential city partners: Bristol City Council, Bath and North East Somerset Council, South Gloucestershire Council.
- Timescale: Medium-term

REGIONAL TO GLOBAL

37

British Standard on city resilience



The British Standards Institute is working to develop a good practice guidance standard in relation to city Resilience.

Bristol, amongst other 100RC cities, will host a workshop to inform the development of the standard, peer reviewing the intended approach. This is to reflect the status and work that is continuing in Bristol to make it more resilient.

The standard will act as guidance for the city leaders and as a management framework for executives with responsibility for different resilience themes within cities.

Delivery

- Potential partners: Cabinet Office, Glasgow, Manchester, London, 100RC
- Timescale: Short-term

38

Climate Strategy and Energy Framework



Bristol City Council has created the framework 'Our Resilient Culture: A Framework for Climate and Energy Security' as part of Bristol Green Capital 2015. This is the start of an ambitious process which seeks to create integrated, adaptable and inclusive sustainable city. This low carbon plan will be vital to reach the 80% reduction in greenhouse emissions by 2050 which is Bristol's Compact of Mayors target.

This is to be annual reviewed and refreshed every three years, to provide a continuous process of improvement and ensure that all co-benefits anticipated are as effective and relevant as projected. This will review periodically to consider extra additions such as including scope 3 carbon emissions in the carbon profile.

Delivery

- Potential partners: Bristol City Council
- Timescale: Medium-long term

REGIONAL TO GLOBAL

Building on Success: Bristol Energy Company and Bristol Waste Company

In 2015, Bristol launched the third municipal energy company in the UK. Bristol Energy is a fully licensed energy supply company, wholly owned by Bristol City Council.

The Energy Company aims offer competitive, fair and simple energy tariffs with any profits reinvested back into local communities. Over time it will become the delivery vehicle for major energy efficiency and low carbon energy projects. Its initiatives focus on supporting customers to use less energy, make homes cheaper to heat and helping communities become more self-sufficient.

This provides a new model of ownership, allowing a focus on the delivery of public good. It is an approach that has been replicated with Bristol Waste Company. Bristol will learn from this way of working, which may be replicable in other areas.

39

Adaptation & Resilience Framework for the Bristol Avon Catchment



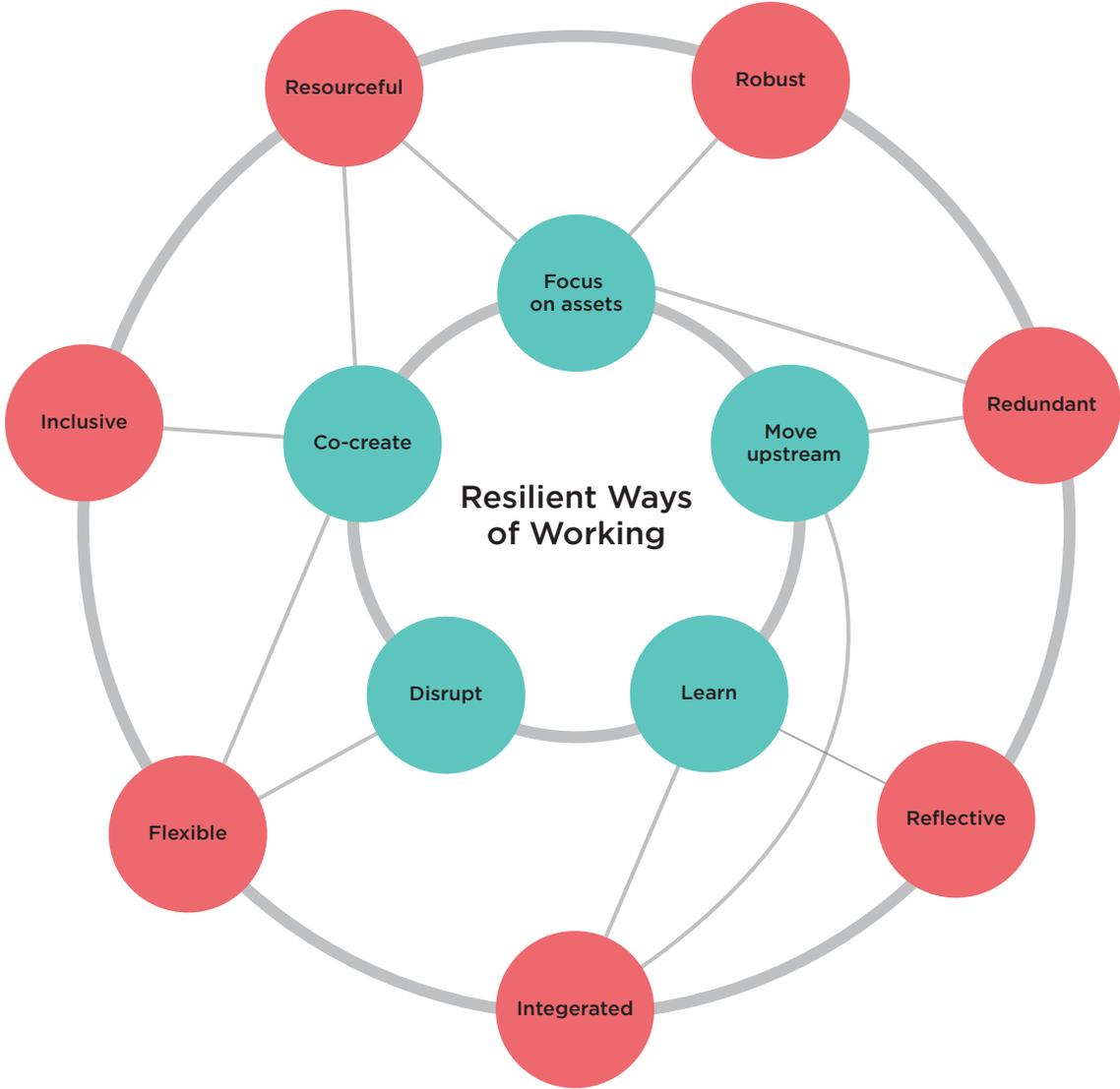
The Adaptation & Resilience Framework for the Bristol Avon Catchment is a collaborative initiative to address climate change adaptation and economic austerity by integrating cross-sectoral adaptation actions into spatial planning at a catchment scale. It will address relevant Global Sustainable Development Goals at a local scale and highlight where the enhancement of our regional natural capital could be made in multiple distributed locations, to deliver multi-beneficial outcomes from collaborative investments. By integrating the framework into existing work streams, operational and investment plans, development decisions can be made based on wider identified risks, with wider costed solutions and routes to delivery that enhance the value of existing and future investments in the region. The ultimate aim is to create an attractive sustainable place for future generations, with a strong regional economy and enduring infrastructure supported by sustainable agriculture and resilient natural capital.

Delivery

- Potential partners: Wessex Water, Environment Agency, West of England Nature Partnership, BCC
- Timescales: Medium-term

6. OPERATIONALISING RESILIENCE

The Strategy sets out a clear framework and set of resilience lenses through which to prioritise actions which will ensure the city is on course towards a flourishing future. It will also be important for individuals and organisations to change and adapt the way they work to meet the fiscal, social and environmental challenges ahead. Through the process of developing the Strategy, five ways of working have been identified that are strongly aligned with the qualities of resilience – see Fig X.





It is a positive way to work with people by identifying what they value most and then shaping public services that meet real needs.

These ways of working are not new to the city; as described below there are many examples of organisations already piloting or embedding these approaches.

The five ways of working are;

1. FOCUSING ON ASSETS

An asset-based approach recognises and builds on the human, social and physical capital that exists within local communities. It is a positive way to work with people by identifying what they value most and then shaping public services that meet real needs. This is in contrast to a deficit model which tends to focus on the negative aspects in communities and try to “fix” them.

Asset Based Community Development Approach (ABCD) in Bristol

The Bristol City Council Community Development team has been piloting the ABCD approach with some communities in the city and there are many stories emerging about how communities are taking action to make things happen in their neighbourhoods. One such story is Bristol ‘Soup’ in St Pauls. Four Bristol women came together to organise the first Bristol ‘Soup’, an idea which came from Detroit in the US and there are a few across the UK. As the name suggests it’s a big eating (or drinking) of Soup! People pay for a bowl of soup (which has been donated), local groups pitch to win the money taken on the night and the audience votes for the idea they like the most. The first event saw 80 people attend at St Pauls Learning Centre and raised £320. Of the four pitches the favourite was Bristol West Indian Cricket Club who went away with the winnings. They were featured in a programme on Made in Bristol TV.



Bristol has been piloting and developing an approach to early intervention in troubled families which have yielded impressive results.

2. MOVING UPSTREAM

There is strong evidence that tackling “upstream” factors in people’s lives such as housing, neighbourhood conditions and access to jobs can reduce “downstream” disparities in health – particularly among racial and ethnic minorities. The principle of moving upstream can be applied more broadly to thinking about preventing or averting difficulties in people’s lives before they become a problem to solve. Bristol has been piloting and developing an approach to early intervention in troubled families which have yielded impressive results. The principles can be extended to most areas of service delivery to ensure that risk factors are identified, and treated holistically by a range of professionals working together, before they become entrenched and costly problems to solve.

Think Family

Bristol’s Think Family programme is achieving life-changing results for the city’s troubled families. The council, working in partnership with Avon and Somerset Police, has developed an approach to identify vulnerable children at risk of sexual exploitation and delivering necessary support at an early stage. Underpinning the approach is the marriage of a data warehouse containing the records of 170,000 individuals across 54,000 families and advanced predictive analytics most commonly used to predict risk in the finance sector. The outcomes are impressive. Adopting this approach, that requires professionals to see the problems facing a family as a whole and to treat these issues holistically, the team has increased the number of families that can be supported from 150 to 1000 per year. There has been a 50% reduction in unauthorised school absences, the number of police call-outs has halved and there has been a three-quarters drop in adults requiring Anti-Social Behaviour intervention. The result is an adaptable model that is identifying families at risk of breakdown and enabling intervention before issues become entrenched. The programme is a beacon of best practice, attracting substantial government interest with nearly 50 local authorities already learning from it.



In Bristol there is a real appetite for co-creation and many city partnerships have been established to help drive this new way of working.

3. CO-CREATING

In the business world, co-creation means involving your customers in produce design because it makes good business sense. There is a growing recognition that this approach also pays dividends when designing and delivering services in the public sector. Creating new solutions with people, not for them, can help drive radical innovation. However, this requires a culture-shift away from top-down, bureaucratic processes. In Bristol there is a real appetite for co-creation and many city partnerships have been established to help drive this new way of working. One example is the way the new Bristol Impact Fund was developed. The proposed city Office will be an important vehicle for encouraging and modelling ways of co-creating solutions.

Bristol Impact Fund

Bristol City Council currently invests around £7.7m per year in grants to Voluntary and Community Sector (VCS) organisations. Historically these grants have been delivered through many separate funding streams with no single view of how well that funding is working for the city as a whole for example in reducing inequalities or improving health and wellbeing. The decision was taken to align the grant streams through one “Prospectus” in order to focus on priorities and challenges and be clear about outcomes. This Prospectus, which was developed in partnership with VCS partners led by Voscur, represents an exciting and bold step forward in how the Council works with VCS colleagues to co-design and co-create a shared view of how to address the needs in our city. It also represents a clear commitment to work with the expertise and local knowledge of the VCS to shape and deliver the right support and services to those most in need of support.



In Bristol we already have a strong culture of disruption for social innovation and we can build on this and grow our confidence to proactively shape the future city that we want for our children and grandchildren.

4. DISRUPTING

As discussed in Section 1.5 the idea of “disruption” is central to challenging business as usual and unlocking parts of the system that are not currently steering us towards a resilient future. The idea may not sit comfortably with many people – it’s always easier to work within the status quo – but the challenges ahead such as climate change and population growth are too big to sleepwalk into the future cling onto the status quo. And anyway, disruption will happen whether we like it or not; you only need to look at the phenomenal success of Uber or AirBnB to see that change will happen in spite of the system. In Bristol we already have a strong culture of disruption for social innovation and we can build on this and grow our confidence to proactively shape the future city that we want for our children and grandchildren.

The Bristol Pound

Bristol’s currency – the Bristol Pound (£B) – was launched in 2012 as a collaboration between the Bristol Pound Community Interest Company, Bristol Credit Union, Bristol City Council, the Transition Network, New Economics Foundation and QOIN. The currency, like the Brixton Pound and other UK schemes, aims to create local economic resilience and greater self-determination by disrupting patterns of globalisation and chain-store dominance. Four years on there are more than £B1million in circulation in the city and the BPound team are now working with some of the 900 businesses enrolled in developing an interest-free credit scheme across their supply chains. Some of the benefit some of the benefits to the city of using the BPound are:

- Shortening the supply chain and hence carbon footprint (outlets using the BPound have to demonstrate they source products/ ingredients locally);
- Building a culture of shopping locally which contributes to neighbourhood social cohesion;
- Reducing shopper’s car trips/car emissions as most BPound shops are walking distance in neighbourhoods



In 2016 Bristol became the first city in England to become part of the UNESCO Global Network of Learning Cities.

5. LEARNING

Individuals and institutions that are reflective use past experience to inform future decisions, and will modify standards and behaviours accordingly. Bristol is already committed to promoting individual learning and in 2015 set up the Learning City partnership to: champion learning for all ages and all communities; commission activity to increase participation and achievement; communicate messages about learning; and celebrate the benefits of learning as a way to transform lives. In 2016 Bristol became the first city in England to become part of the UNESCO Global Network of Learning Cities.

Institution learning to transform the city: Urban Living Programme

Institutional learning in a city tends to happen in an ad hoc way beneath the collective radar. The Urban Living Programme (ULP) has created an opportunity for highly visible institutional learning to occur across sector and thematic boundaries by taking a “whole city” approach. The shared learning – and new ways of working together – derived from this first-of-its-kind investment by the seven UK Research Councils and the government’s innovation agency is aimed at aimed at rewriting the blueprint for the evolution of city living.

Bristol was one of five cities awarded ULP funding along with Birmingham, Leeds, Newcastle and Gateshead and York. The Bristol project team - Urban Integrated Diagnostics (Urban ID) - has forged an innovative partnership across two universities (Bristol and West of England), two local authorities (Bristol City and South Gloucestershire), Bristol Green Capital Partnership, Bristol Health Partners and 11 other organisations.

The Bristol Urban ID partnership will carry out a shared enquiry into the question: what is stopping Bristol from bridging the gap between its current situation and the desired future as encapsulated in the City’s various visions and aspirations?

The learning from this pilot phase will help to develop a cadre of cross-sector city leaders and organisations that are willing to challenge the prevailing ‘business as usual’ approaches and test out new ways interdisciplinary and participatory ways of working that empower citizens and put end users at the heart of decision-making processes.



7. NEXT STEPS

Developing this Strategy has been the first step on the journey towards a more resilient and flourishing future. All the stakeholders involved – including the Resilience Sounding board – are fully committed to taking this forward to implementation. The next steps now are to:

- Establish ownership – the proposed Mayor’s City Office offers a strong place to hold the Strategy and oversee its future implementation;
- Secure additional resource – the funding from 100RC for Chief Resilience Officer ends at the beginning of February 2017;
- Develop and investment programme to work with 100RC platform partners – there is up to \$5million of pro bono city tools and services on offer to Bristol and the region which will need to be matched with city priorities;
- Carry on the city conversation and work out how to use this Strategy as a living document...it doesn’t end here, this is just the start!



FOOTNOTES

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2. A group developing new measures for citywide happiness and wellbeing, see www.happycity.org.uk
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