

Implementation Plan

This implementation plan accompanies the International Strategy, 'Bristol: Global City'. It details specific actions that will support the strategy's overall vision and four outcomes. The actions are grouped in to five types of approach to our work – Profile (growing Bristol's international reputation), Policy (ensuring council policy and the international strategy are mutually supportive, and influencing policy that has an impact on our city), Prosperity (a focus on trade, investment and funding), People (the citizens of Bristol), and Partnership (collaboration to deliver the international strategy outcomes).

Partners: Although this is a Council approved strategy, its aims to complement the aims of our city partners, and where possible we have included actions of those organisations where this has been agreed.

Progress indicators and monitoring: Progress indicators are stated under each of the outcomes. First tier indicators will be more specific indicators that relate to the Council's corporate plan or other strategies. Second tier indicators are proxy progress indicators against the four outcomes. NOTE: the first tier indicators will be turned in to more specific KPIs once the corporate plan

indicators have been set by April/May.

The Strategy is a ten year strategy, but this implementation plan and its actions will be reviewed annually. Progress will be monitored on a 3 or 6 month progress by the International Strategic Programme Board composed of representatives from city office partners. At that time, a detailed learning exercise with Bristol partners will also take place, to understand better where successes and challenges lie in specific international engagement.

Funding: Actions will either be delivered through existing Council resources, through seeking external funding or the resources of partners (for example through working in partnership with the trade and investment partnerships or universities) or in some cases are income generating activities.

Each action has brackets at the end with the lead partner. Colours/logos indicate:

- Potential to generate external funding and income
- Partner resources
- Cost neutral to council/already covered by relevant team resources/minimal Council resources
- Council resources required/seek external funding

Proposed next steps to start implementation plan:

- 1. Review this implementation plan and prioritise activities according to timing, ease of delivery, urgency and anticipated gain if done quickly
- 2. Consult with city partners again on actions where they are named
- 3. Confirm priority cities/regions and countries and run workshops on each priority area with relevant city partners, prioritising action and resources, and agreeing on responsibility and accountability
- 4. Speak to Bristol City Council (BCC) departments and city partners to identify sector specific issues to be supported through the international programme and to identify specific KPIs with performance management team
- 5. Arrange progress monitoring (quarterly or 6-monthly). Present to International Strategic Programme Board (representatives from city office partners).

Specific action	under five mec	hanisms

International strategy objective	Vehicles/Partners	Profile	Policy	Prosperity	People	Partnership
Leadership on shared global values and development goals, including inclusivity, sustainability and resilience.	- Bristol SDG Alliance - Bristol Green Capital Partnership CIC - South West International Development Network - BITA and twinning associations - Accountancy for Sustainability - LGA - ICLEI Skills Bridge - Universities - Global Parliament of Mayors - EUROCITIES - UWE and University of Bristol, inc. Cabot Institute	 ○ Bristol seeks to be, then communicates that it is, a leader among UK cities on SDG implementation through events, communications (BCC intl, Resilience officer, Bristol SDG Alliance and BGCP CIC) ▶ Participates in events relating to the core global values (BCC and partners) ○ Work with universities to raise profile as world leading centres for research including on clean energy, climate change, resilience and other key issues (BCC Intl) 	O Nominate councillor/s or other City Partner reps to have oversight of local delivery on global development goals (BCC Int) O Engage with intl SDG process and UN HABITAT through ICLEI and 100RC and Bristol SDG Alliance (BCC Intl team and Chief Resilience Officer) * Bristol SDG Alliance working with SWIDN to do joint mapping of which organisations are focusing on which SDGs and in which countries in order to support each other's efforts and focus resource (Bristol SDG Alliance and SWIDN) * Development of SDG index to measure progress (Happy City applying for funding (BCC Resilience Officer & Happy City) O Use international visits, networks and partners, and funding bids to support delivery of the Climate Change and Energy Framework and Mayor's commitment to be carbon neutral by 2020 (BCC Intl and Sustainable City teams)	O Horizon scan for new funding opportunities to support work under this strand (BCC Intl) Work with SWIDN to develop strategic partnerships with businesses * Continuing to seek funding and mainstream outcomes from projects such as Green and Black Ambassadors programme; Research Councils UK (Urban ID) project on urban challenges (BGCP CIC, UoB, UWE and other partners)	Develop Global Goals Centre to raise awareness of SDGs and Global Values amongst schools, community and business (BITA/BCC Twinning Co-ordinator) Facilitate schools programmes through visits from twins (BITA/BCC Twinning Co-ordinator)	O Continue to work with European Green Capital Network to share best practice and develop joint projects (BCC Intl, Green Capital Partnership) O Share Green Capital process learnings and partnership model including Bristol method with other cities (BCC intl, Sustainable City team, BGCP CIC) O Learn from other cities and work with national and international institutions on SDGs through SDG networks, ICLEI, 100RC UNDP (BCC Intl team, Resilience Officer and other teams) O Work in partnership with SWIDN to jointly support delivery on global values set in SDGs. For example, Mayor meeting with key overseas government contacts to open doors (BCC and SWIDN) O Work in partnership with Bristol Green Capital Partnership as they develop their international engagement strategy (BCC intl and BGCP) Mayor as member of Global Parliament of Mayors Advisory Committee to develop the GPM network to address these issues working with other Mayors and their cities (BCC Intl team)

			Specific action under five mechanisms			
International strategy objective	Vehicles/Partners	Profile	Policy	Prosperity	People	Partnership
			O Support city level engagement with international frameworks on climate change and environment including Compact of Mayors and Covenant of Mayors. (BCC Intl and Sustainable City) O In line with Mayoral commitment, a City of Sanctuary Strategy will be developed by BCC and voluntary sector looking at improving education, employment and destitution issues for refugees and asylum seekers in the city (BCC Refugee Officer)			* Support targeted exchange of delegations and examples of good practice from twinning network (BITA and BCC)

How will we know we are achieving?

1st tier (corporate plan)

- Evidence of leadership on delivery of clean and affordable energy, climate action, air quality improvement and access to green space.
- Evidence of leadership on increased equalities, including on health, education, employment and economic growth, culture and sports.

- Bristol City Council and partners working in collaboration with Bristol SDG Alliance, BGCP CIC, Global Parliament of Mayors, ICLEI, 100RC, BITA and other key organisations to develop a systematic approach to delivering and monitoring SDGs.
- Bristol seen as leader on working with other city's internationally to ensure that we are meeting SDGs locally and supporting delivery internationally.

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	International strategy objective	Vehicles/Partners	Profile	Policy	Prosperity	People	Partnership
2	A stronger, Bristol economy and an international gateway to the UK	- Bristol Brussels Office - City Office - LEP and WoE LAs - Bristol Brexit Response Group - Core Cities - IBB - Business West (Chamber of Commerce) - African Caribbean Chamber of Commerce and Enterprise - Destination Bristol - Visit Britain - Visit England - UKTI - FCO - Honorary Consuls - Bristol and West of England China Bureau - Bristol International Ambassadors and Alumni Group incl international community representatives - ESOL in Bristol's museum's service - Bristol Energy - Bristol is Open - Happy City - Low Carbon SW - UWE and University of Bristol - Bristol Green Capital Partnership CIC - European Green Capital Network	 ▶ Develop Bristol's reputation as a city that is open for business and interested in continuing strong collaboration with European and global partners via delegation visits, speaking events and the travel calendar of city reps (Mayor's Office, intl team incl Bristol Brussels Office). (WILL EXTERNALLY FUND WHERE POSSIBLE) (BCC International and city-wide Brexit Response Group) ○ Agree on shared narrative for 'Bristol' story to be shared overseas (BCC and Partners) ○ Agree a set of target events to profile the city: e.g. Horizon 2020 project meetings, EU Wk of Regions and Cities etc (BCC+Bristol Intl Ambassadors and Alumni Group+partners, intl team) ○ Support development of business links in cities/regions that are named as priorities and also twins e.g. with Junior Chamber of Commerce and Embassies, and to help build trust and relationships in those places (BITA/BCC International) 	 ○ Work with each BCC dept and key city partners to understand specific priorities that can be met through Interntional strategy activities e.g. visits, bids etc) (BCC Intl Team) ○ Act as coordinating hub for Bristol Brexit Response group as core issues are mainstreamed in to other work programmes including inclusive growth, hate crime reporting etc. (BCC International) ○ In preparation for Brexit, work with core lobby channels (LGA, Universities UK etc) to influence the UK's withdrawal agreement and future relationship with the EU to ensure future risks to Bristol are minimised. (BCC international and policy and city-wide Brexit Response Group) ○ Develop dialogue on international strategy and coordination, and Brexit, with other WoE authorities, LEP and MCA (BCC intl team) ○ Work with Core Cities to develop strategic approach to international work with narrative of city's strengths and interests (BCC Intl) 	 Work with partners in the city and formal government channels to shape post-2020 (Brexit) EU funding mechanisms to benefit the city (BCC Int & policy and City-wide Brexit Group) (will consider equalities groups and issues) Horizon scanning and coordinating development of EU bids to make most of last two years of EU funding. – Horizon scanning for Prosperity and Newton funds and other UK and International Funding schemes that match priority objectives of the city Develop a list of 'investable projects' across the city that can be used to target international investors and funders (BCC Int team, EDMs +IBB) Investigate structured approach to working with philanthropic / foundation funds (esp USA and Germany) and banks and other business (BCC intl team) * Continue to attract venture capitalist investment to take uni research to mkt (partners) eg through Silicon Gorge and Venturefest (IBB/UoB/UWE) 	* Work with specific Cllrs and other key community contacts to identify route for engagement with BME communities to ensure access to information on investment opportunities and business services.e.g. IBB/Business West to deliver workshops to BAME business community. (IBB, Business West) O BCC: link to British Museum's International Partnership Project in priority cities and regions (BCC Intl and BCC Museums service)	Build on pilot phase for Bristol partners co-investment in Bristol Brussels Office (incomegenerating) (BCC Intl and Bristol Brussels Office) * Work with partners (e.g. hotels, IBB, council) to grow our 'international welcome' (Destination Bristol) * Continue to grow consumer market and travel trade, drawing on other city partners' connections and international community links with priority cities and regions (Destination Bristol) * Develop intl conference offer in next 3 years for target sectors, incl specific focus on Professional & Financial Sector for growing conference market in legal, accounting, banking, insurance, property etc (Destination Bristol+UoB+airport+IBB) * Develop Chinese offer (hot water in rooms, Mandarin welcome, Chinese breakfast) to grow Chinese visitor economy (Destination Bristol but dependent on business uptake) * For new routes to priority cities/countries, work collectively to prompt flights and to promote long in advance (BCC: + airport + Hon Consuls + Dest Bristol)

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International strategy objective	Vehicles/Partners	Profile	Policy	Prosperity	People	Partnership
	- Future Cities Catapult and other Catapults - British Council's 'Internationalising Cultural Skills' programme - EUROCITIES network - Energy Cities network - ICLEI - Rockefeller 100RC	O Link to existing international networks of city partners for priority cities / regions (e.g. Osborne Clarke have an expanding intl network of offices with specific areas of growth on US East and West Coasts and in Asia (including China) (BCC intl team) Publicise strategy and build on relationships with FCO and embassies in priority cities and regions for access to funded trade missions, technical speaking opportunities etc (BCC International, potential to generate funding) Work with universities to raise profile as world leading centres for research including on robotics, clean energy, resilience, climate change (BCC intl) Work with both universities to build global reputation for robotics work and assisted living through Bristol Robotics Laboratory (externally funded) Work with IBB, Business West and other business partnerships to better understand how profile-raising re intl trade and investment can support outreach in our priority cities and vice versa. BCC (Intl team, IBB) Mayor to be used as figure head to open doors for priority markets for IBB, Business West and Universities Targeted profile-raising by Bristol Brussels Office to attract collaboration with leading cities and/or funding opportunities (Bristol Brussels Office)	* Universities dialogue on international strategy and coordination, and Brexit, inc G4 and other regional organisations (WoE universities and BCC Intl input) O Use Bristol Brussels Office to maintain links with European Commission, MEPs, and UK govt representatives in Brussels (Bristol Brussels Office) Bristol used as exemplar city to support FCO's policy objectives overseas e.g. on low carbon, at the same time as progressing Bristol business wins (use of Prosperity and Newton Fund).	* Working with DIT to align trade and investment activity. Also working with WoE Economic Dev. Managers (IBB) • Look to banks for philanthropic trade mission funding (Barclays, Lloyds, Santander) (BCC intl team and partners) • Develop a list of activities in the city that could be packaged and provided elsewhere generating income and profile e.g. Bristol Is Open, BGCP CIC, Bristol Energy and Bristol Waste set up, STEEP energy mgmt system, Low Carbon South West, Happy List, Situations public art installation processes, (currently Chair of European Network of Public Art Producers), 'Children of the 90s' datasets for health research (intl team and partner resources) (BCC and Partners) • Work with Future Space (universities' enterprise zone) to develop and champion link between uni research and business start up (externally funded) (BCC and UWE)		O Explore strategic business links with twin cities and develop forward plan for priority cities (BCC intl team, BITA) O Analyse potential for city projects to support international reputation building e.g. Playable City, VR World Congress, Venturefest, Wildscreen, iAero (BCC Intl team, partners) * BITA: helps build relevant links with twin city organisations e.g. UWE and State Uni of Tbilisi, Botanical Gardens and Guangzhou (BITA) * UWE: Business School: develop a model of study for intl students e.g. one country group spend 10 days with Bristol entrepreneur, then pitches a Bristol/Country X product to market in other places (UWE) Develop a 'city delegation' option for Festival of Future City delegates (BCC council and partner resources)

		Specific action under five mechanisms				
International strategy objective	Vehicles/Partners	Profile	Policy	Prosperity	People	Partnership
		 Development and implementation of International Ambassadors Programme, using expertise and networks of Ambassadors to raise profile and secure opportunities for Bristol Work with European City of Sport Team and other sport partners to capitalise on international profile and develop sports opportunities in Bristol 		* Bristol Airport actively engaging with airports and industry groups across European Networks to lobby for continued and increased flight links (Bristol Airport)		
		 Work with Culture team to use international profile and opportunities to support development of Bristol's culture offer. 				

How will we know we are achieving?

1st tier (corporate plan)

- Inward investment
- Narrowing of gap between rich and poor
- Increase in exports and jobs gained

Note: sector specific outcomes will need to be agreed with services following approval of strategy

- Shared narrative agreed by Bristol City Council and other city and West of England partners and where appropriate and used as key messaging for raising profile overseas.
- No of press/international events or international invitations where the Bristol brand is recognised.
- International Ambassadors Programme implemented to support profile raising, attracting trade and investment and other global opportunities for businesses and residents. 2017 to be first year and will grow with approx. 4 per year.
- GVA/Investment increase due to international funding/investment (needs to be agreed with Invest Bristol and Bath and BCC Economic Development team)

- Increase in facilitation of research opportunities.
- Evidence of continuing to secure EU funding from 2017 to 2019/while we are still a member of the EU.
- Increase in successful bids for international funding (non EU sources). This will also include potential use of UK government funding, philanthropic funding and other new types of funding.
- By 2018 piloting joint sustainable financing model for International service including working with core cities, WoE local authorities.
- Increased engagement of BME business community working with City Ambassador for trade and Investment and relevant partners, IBB, Business West.
- Evidence of ensuring coordinated approach with city partners to influence a Brexit deal that meets Bristol's interests including using formal channels of LGA.
- Development of overall stronger welcome message and associated activities to the city led by partners including BCC working with Destination Bristol and the universities
- Evidence of Bristol maintaining its profile on the international stage including representation at key international events, hosting international events.
- Evidence of collaboration with key cities on projects and policy development.

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International strategy objective	Vehicles/Partners	Profile	Policy	Prosperity	People	Partnership
international communities link Bristol to the world, creating a culturally vibrant, cohesive and welcoming city;	- Youth Mayors, - Bristol International Ambassadors and Alumni Group - BITA - Bristol West of England China Bureau and Chinese New Year Festival - Bristol schools' International Day(s) - UWE's Africa Week - Bristol employers - 91 Ways - Voscur - Community radio stations - EUROCITIES inc Social Affairs Forum	O Connecting staff and students to city event ' dialogue with the Mayor (BCC+UWE+UoB) * Initiate 'How to stay connected to Bristol the city's week for intl students (and later employees) annually before students finish course, and follow up later in yr (time from Mayor's Office and intl team, funding and organisation from universities) * Continue programme of events around intl community calendar e.g. Chinese New Year, Georgian banquets, Harbour Festival (BITA and twinning associations) O Development of International Ambassadors Programme. Ensure reps from large international communities, young people, look at existing Learning City Ambassadors (BCC International team) O Develop Alumni network (BCC International)	Develop programme to leverage Youth Mayors abroad (BCC intl team to secure external funding) Establish of Global Goals Centre (in CREATE), which will educated 60k/yr Bristol children about SDGs and global values (BCC Intl Twinning Coordinator) Use development of city-wide cultural plan/strategy as an opportunity to use cultural activities to engage all communities in international activities (BCC International and culture team) In line with Mayoral Commitment, City of Sanctuary Strategy will be developed by BCC and voluntary sector looking at improving education, employment and destitution issues for refugees and asylum seekers in the city (BCC Refugee team) If Happy City is to be embedded in to Council, use as a case study abroad (varied council resources) Look at global success models on how to bring intl communities together (BCC Intl and Neighbourhoods teams)	O Horizon scan for funding sources to support global citizens work e.g. Laureus Sports for Good Foundation for grassroots sports-related project funding (BCC Intl)	O As part of Mayoral community engagement programme in specific wards, and in the context of Brexit, understand how residents would value from intl engagement, and continue normal agency liaison / community tension monitoring (BCC (communites team) O BCC: regularly informing VOSCUR and SARI of international ambitions and opportunities (BCC intl team) * BCC+UWE: publicise UWE Africa Week in communities, expand to other continents / countries (uni-funded) * BCC+UWE: expand Global Pals (buddy) system to incl local communities (uni-funded) O Continue to prioritise schools programme (eg Bordeaux Mini Assistance programme, individual school links) (BITA and BCC Intl) Explore development of intern programme for students of schools and university in twin cities (BCC Intl and BITA)	O BCC: establish group of representatives of each large intl community in Bristol, and bring together every 6 months to focus on intl strategy and how they can help input / deliver (Neighbourhoods, intl team) ▶ BCC and 91 Ways: investigate using '91 Ways' as a vehicle to set up internal 'twinning' relationships across Bristol ie bringing together varied communities (Neighbourhoods, intl team) ● UWE: link to UWE's HEFCE-funded Future Quest project to include strand on global citizenship (externally funded) ○ Regular meetings with Honorary Consuls. Grant them access to city hall for meetings and work space (BCC Intl team)

How will we know we are achieving?

1st tier (corporate plan)

- Quality of Life Survey (which indicators are relevant)
- Social cohesion

- Survey of university students and staff (% that say Bristol is a 'welcoming and open city').
- No's of Ambassadors in place (x4 each year).
- Increase in numbers of people staying and feeling connected to the city through Alumni Network and Bristol in Brussels Alumni events.
- Evidence of BCC working with representatives of large international communities to increase engagement. Positive feedback from those representatives.
- Through surveys/events understand how young people recognise and value the diverse cultures in Bristol, feel part of the global community and can access global opportunities.
- Evidence of using cultural and sporting events to engage Bristol residents with international activities and experiences.
- Evidence of tourists still being attracted to Bristol (use existing indicator from Destination Bristol that relates to increase in tourists and Bristol seen as welcoming city).
- Evidence of overseas staff, students still being attracted to universities (use existing indicator from the university).

Specific action under five mechanisms

	International strategy objective	Vehicles/Partners	Profile	Policy	Prosperity	People	Partnership
4	A rebalancing of sovereignty giving a stronger voice to cities (a global agenda working with national and international partner cities).	- Global Parliament of Mayors - Core Cities - LEP and WoE local authorities - International partner cities - EUROCITIES	 Participate in events, projects and networks which raise voice of cities. (BCC Intl working with Mayors Office and SLT) Dialogue with UK government partners including FCO, DExEU inc visits to Bristol 	O Ensure that international programme complements BCC developing UK Government engagement strategy and Devolution programme (BCC Intl working with BCC policy team and MCA team)			Mayor will actively input in to the development of Global Parliament of Mayors to provide a network that will give a stronger voice to cities and encourage collaboration with world leading cities on common urban challenges. Development of Core Cities International strategy working with Core Cities Network (BCC Intl and Core Cities teams) Regular experience-sharing with Core City international teams (BCC intl team)

How will we know we are achieving?

1st tier (corporate plan)

• Cross-cutting related to corporate objectives on Mayoral Combined Authority, Core Cities and achievement of specific sector based outcomes.

- Evidence that Bristol Mayor's participation in Global Parliament of Mayors, EUROCITIES and Core Cities is raising the voice of cities to lobby national, EU and international governments to achieve positive outcomes for cities, as well as taking a joint approach to tackling city challenges.
- Evidence that participation on this agenda is complementing wider devolution and government engagement programme.
- Development of international strategy with Core Cities and with West of England MCA, including sustainable funding model.

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- 5	pecific action	under five	e mechanisms	

International strategy objective	Vehicles/Partners	Profile	Policy	Prosperity	People	Partnership
5 Other cross cutting actions	- City Partners across Bristol	 ○ BCC: intl team review every intl speaking event and propose appropriate representative from across the city (BCC intl team) ▶ The Mayor, as the city's political representative, travels to priority cities e.g. annually where that is considered vital for relationshipmaintenance, less often but during term for other priorities (Mayor's Office, externally funded where possible) 	 ○ For each priority city or region, pull together interested city partners to develop a prioritised action plan for that city/country specifically and have regular catch ups (BCC Intl) ▶ Council collectively holds and makes accessible to Bristol partners (council resources) a) Forward travel calendar of mayor and CEOs / Directors b) Database of who's doing what where c) Intl contacts database (IBB?) d) funding bids 	 Design package for incoming delegations (prioritisation, charges for non-partner cities visa/ other, website info re team and to online process to show interest, investigate targeted bids for specific delegations, establish joint delegation team for city? (income-generating) (BCC Intl team working with city partners) Establish criteria for prioritising and declining incoming delegations (BCC intl team) 	 Develop sustainable funding and delivery model for international work including exploring options with city office partners, WoE authorities/MCA and Core Cities. (BCC Intl) Write intl team into bids to help disseminate project work abroad internationally and thereby generate income (BCC intl team) 	 For city visits abroad aim to include another city partner not just council (esp if in Bristol Intl Ambassadors Group) (BCC Intl team + Bristol partners) ▶ Develop comms plan to sit alongside this strategy (BCC Intl and PR teams) ○ Review twin city collaborations and prioritise according to intl strategy aligned with each association's strategy (BCC intl team, BITA) ○ Review priority list of cities and countries every year, and maintain a RAG rating on the relationships in each, being prepared to reprioritise if relationships not working (BCC intl team and partners) ○ Build on twinning links made through Green Capital year and other efforts to build international strategy priorities into forward work plan for each twinning association (BCC Intl, Sustainable Cities team and BITA) * With priority cities / regions, BITA maintains long-term relationships and continuity of contact beyond shorter-term project partnerships (BITA)

How will we know we are achieving? 1st tier (corporate plan) N/A

- All international requests assessed against criteria before being accepted as a priority. Evidence that Mayor's time and other City Ambassadors has been focused on priority cities and countries and on priority issues.
- BCC work with twin cities is aligned to international strategy. Twinning Co-ordinator role moved in to international team to help this.
- International programme including visits, programmes, bids, contacts.

Further information

For more information, please contact Bristol City Council's International Service, international@bristol.gov.uk or 00 44 117 92 23329