



Bristol: Global City

Working with the
world for local and
global benefit

#BristolGlobalCity

Foreword

Bristol, historically, is a trading city that looks towards people and cultures beyond its boundaries. It is also a diverse, creative, innovative and open city, made up of communities from countries around the world that speak over 90 languages and practice at least 45 religions. I am proud of our twin city links, our innovation projects working with cities overseas, our global trade and research links, our partnerships and networks of organisations who contribute to tackling global challenges either here in Bristol or in the developing world, our diverse international communities living, studying and working in Bristol and I am pleased we welcome global visitors in to our city every day.

I am delighted that we are a City of Sanctuary and work with refugee organisations to support refugees and asylum seekers, and that we are England's first UNESCO Learning City, a Fairtrade City and were the UK's first European Green Capital in 2015. I am proud that, overall, Bristol voted to Remain in the EU. It shows me I am Mayor of an outward looking city that values its international links. I see our diversity as a source of our strength and I want all Bristol citizens to feel they benefit from us being an international city.

With that in mind I welcome this strategy which outlines our international plans over 10 years (2017-2027) to ensure that the city is at the forefront of international engagement well

into the future. This strategy is not just about international trade and investment. It is also about providing leadership on global values such as human rights and environmental sustainability and growing global citizens that feel they benefit from our increasingly global society.

However, creating a city of global citizens is not just an opportunity for one organisation. It is for every school, company, community group and every individual in Bristol. By ensuring cities around the world know we are 'open for business', my Cabinet and I, working with partners in the city, aim to encourage links with those who want to share their experiences with us on many issues including education, health and housing. Cities who want to trade with our companies, to connect with our people, to share our expertise, and approaches to similar challenges and learnings with each other. In true Bristol fashion, our determination, collaboration and long record of creativity and innovation mean partnering with others is in our nature.

Please come and visit Bristol and learn more about our city in person!



Mayor Marvin Rees

"To be a global city, you need to interact with the world"



Executive Summary

Bristol: Global City - Working with the world for local and global benefit. A 10 Year Strategy 2017 - 2027

Bristol is an international city and has a growing international reputation as a sustainable, innovative and culturally diverse place, winning national polls for being the UK's most liveable city, European awards for our green credentials and in China for our innovation. We are one of the top ten most visited cities by international and domestic tourists in the UK, have the strongest regional market in the UK, world leading universities and business incubator hubs.

However, like all cities, we have our challenges. The city's success does not reach everyone living here and brings some difficult issues, such as inequality, a higher cost of living and traffic congestion. Our International Strategy will support the city in addressing some of these challenges through delivering economic benefits (attracting trade, investment, funding, labour and visitors) social benefits (increasing social cohesion and reducing inequality within the city and greater international opportunities for our citizens), political benefits (to drive our city's reputation as a proactive one feeding into national and international policy and strengthening the voice of cities) and city service benefits (learning from the best).

The International Strategy aligns the priorities of the council and city partners so we are able to have a more coordinated and intentional approach to developing relationships and business overseas. It will also help us capitalise on the diversity of our international communities in Bristol and grow global citizens that benefit from living in an increasingly globalised world.

A Strategic Programme Board composed of representatives from the council and its city partners will oversee the delivery of the strategy.



Our vision for Bristol as a truly global city

Bristol will live up to and build on its heritage as a **truly global city**. Through our **international connectivity** and **trade and investment links** we will deliver a **powerful, resilient, progressive economy** that creates the entrepreneurial opportunities and decent jobs that will enable us to **reduce inequality**. We will also join with city, national and international leaders in delivering the **global values** and **development goals** that shape our future: planetary stewardship and sustainable development, including inclusive economic development, open democracies, human rights and hope.

Bristol will be a **liveable and inclusive** city that grows **global citizens** who understand the global challenges we face and who have all they need to participate in a globalised world and can enjoy the opportunities it brings. The culture of our **global citizenry**, its 91 languages and 180 countries of origin, our international universities and businesses will allow Bristol to be a **gateway** from the UK to the world and from the world into the UK. Our **diversity** will enable us to be a hub for dynamism, creativity and innovation that comes from accessing a multiplicity of world understanding and views.

Bristol will benefit from overseas **trade and investment leading to a prosperous and sustainable economy**. We will **collaborate with world leading cities to solve common urban challenges** and **rebalance sovereignty** from national governments towards local government in order to ensure cities and regions have a stronger national and global voice in a time of rapid urbanisation.

Strategic goal

Bristol: Global City – working with the world for local and global benefit

Delivering our local vision to be a stronger more inclusive city with a high quality of life and strong green credentials, and providing leadership on global development goals, including inclusivity, resilience and sustainability.

(The International Strategy will support delivery of the objectives of the Corporate Plan and the Resilience Plan).

Strategic outcomes

- 1) Leadership on shared global values and development goals, including inclusivity, sustainability and resilience.
- 2) A stronger Bristol economy and an international gateway to the UK.
- 3) Our international communities and global citizens link Bristol to the world, creating a culturally vibrant, cohesive and welcoming city.
- 4) A rebalancing of sovereignty giving a stronger voice to cities (a global agenda working with national and international partner cities).

How we work – the five ‘Ps’

- 1) **Profile** – proactively building on Bristol’s international profile to leverage investment, funding and other global opportunities for citizens, businesses and universities.
- 2) **Policy** – influencing local, regional, national, European and international policy to support the city’s ability to do business overseas, and to create policy that meets the needs of our city around shared global challenges like air quality and equalities.
- 3) **Prosperity** – increasing and broadening prosperity to reach all parts of the city by successfully securing international project funding and attracting trade and investment. Bringing other opportunities to the city including education and cultural experiences.
- 4) **People** – growing global citizens in Bristol that feel they understand the world’s challenges and can access opportunities in a globalising world. We will work with Bristol’s diverse communities including Somali, Polish and Indian communities, to build on their economic and cultural links.
- 5) **Partnerships** – participating in target national and international networks that will provide the links, knowledge and funding we need to deliver our strategy. (including the Core Cities network, EUROCITIES, Rockefeller 100 Resilient Cities, Global Parliament of Mayors, ICLEI, Global Network of Learning Cities among others).

Case studies ...

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The Bordeaux mini-assistants scheme has been running each year since 2004. It is coordinated by the Bristol Bordeaux Partnership and is sponsored by the charity organisation, Quartet. The Bristol Bordeaux Partnership works closely with the University of Bordeaux to select Masters Students who are specialising in primary level English teaching, and then liaises with a range of schools in South Bristol to agree a work programme and host families for the students. The students or 'mini assistants' carry out a two week placement helping Bristol's language teachers to deliver fun French through activities, songs and stories, with each bringing teaching materials and a presentation about Bordeaux and their region. The scheme impacts on at least 1800 local children each year and this year the participating schools are Ashton Gate, Bridge Farm, Dolphin, Compass Point, Kingfisher and Ilminster E-Act Academy. ”

Bristol International Twinning Association



For **Invest Bristol & Bath** (IBB) a strong reputation for the region in international markets is critical. The region's reputation provides important but often unquantifiable reassurance for investors that the region will provide a credible backdrop to the company's presence. The work that Bristol City Council has done to create a strong relationship in Guangzhou was vital in allowing IBB to secure investment from Huawei (based in Shenzhen) in 2014. The reputation of the University of Bristol and the strong collaborative approach between the University, SetSquared and IBB was instrumental in securing Cray Supercomputers European HQ in the city.

This investment has generated an ongoing relationship with the City of Seattle which has generated further investment for the region (such as DesAcc). Similarly it has been the region's growing reputation as a centre for collaboration and innovation that has secured major investment from Oracle.

Invest Bristol and Bath



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International students form an integral part of the University of Bristol community, and significantly add to the dynamism and energy on our campus. Our China Graduation gives us an opportunity to specifically acknowledge and celebrate our largest cohort of international students, and in so doing allowing the students' friends and families back home to join in the celebrations. It really is a wonderful family event, and we do our best to give it a distinctive "Bristol" flavour. The loyalty and goodwill of our alumni in China is a tremendous asset both to the University and the City of Bristol, and the China Graduation is an excellent opportunity to demonstrate our appreciation for the students' commitment and hard work, and to celebrate their achievements. ”

Dr Erik Lithander, Pro-Vice Chancellor
(International), University of Bristol

Case studies ...

Local Bristol entrepreneur, Matt Thurling has developed an export journey for his new software, 'CPD for Teachers', which coaches teachers on how to teach children to do computer coding in line with the UK national curriculum. Pleased with the product's success on a national level in the UK, Matt considered making the leap to sell in the US market. He consulted with a Bristol-based International Trade Advisor who advised Matt to take advantage of market research to support him in his investigation of the US market. He also guided Matt on how to gather data and market validation, and provided funding to support travel costs. Matt has met with the Department for International Trade (DIT) team in New York and is now planning the next phase of his entry.

"Everyone working for DIT has been incredibly helpful. They go way beyond the brief. We still have a long way to go in the US but this process has made me truly believe there is a huge amount of opportunity for my services in other global markets and I will be embracing these possibilities in the near future. If I could give one piece of advice to entrepreneurs considering export then it would be to pick up the phone to DIT. What have you got to lose?"

Business West, contract holder for the Department for Industry and Trade (DIT)



Bristol Living Lab is part of the European Network of Living Labs which also includes other global members such as Japan and Canada. It is run by Knowle West Media Centre (KWMC), a non-profit organisation with 20 years' experience of working with people from the local community across all sectors to understand how digital technologies can be utilised to meet local needs and bring about positive social change. It believes in the value of linking Bristol's communities with others across the world, to share experiences, understand challenges, and devise new ways of working that will benefit people at both local and international level.

One of the KWMC Bristol Living Lab projects is Change Creators, a leadership and training programme where 18-25 year olds meet and learn from innovators working in Europe whilst developing their own social change campaigns. Due to this creativity and innovation happening in Knowle West the neighbourhood has been recognised by the Intelligent Community Forum (ICF) as one of the world's top 21 'smart communities'.

Knowle West Media Centre

Bristol successfully bid to be 1 of 100 cities along with New York and Seoul that would be funded through the Rockefeller Foundation to produce a resilience plan for the city to cope with urban challenges such as flooding, terrorism, traffic congestion and others. Along with 25 other major world cities we have signed up to the 100 Resilient Cities pledge to promise at least 10% of the city's annual budgets toward resilience actions in the city. This equates to just under £4billion committed by cities to resilience activities worldwide. We are also sharing our experience with fellow cities who are at the start of their resilience journey, for example our twin city of Tbilisi, Georgia.

Bristol Strategic Resilience Officer

Case studies ...

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Building Bristol's international profile, demonstrating our sustainability leadership and sharing best practice were key parts of Bristol's year as European Green Capital 2015. This included: active participation at the COP21 international climate change conference; hosting over 70 international delegations; learning from other European Green Capital cities such as Stockholm and Copenhagen; developing the Bristol Method, a set of case studies charting Bristol's sustainability journeys, now used by many other cities including Seoul, to help them define their own paths to sustainability; 'Sustainable Shaun', the on-line sustainable education game developed by Bristol 2015 and Aardman Animations, now translated into 24 languages and played in 171 countries; and hosting the United Nations Faith in the Future event resulting in the 'Bristol Commitments' a series of pledges for faith groups across the world to take action towards sustainable development goals.

Now in its 10th year, Bristol Green Capital Partnership has a key role to play in taking forward this work. Copenhagen, our European Green Capital predecessor, has created a similar body in recognition of our success at building partnership across all sectors in Bristol. We are committed to working with our partners to make Bristol a sustainable city with a high quality of life for all. ”

Bristol Green Capital Partnership



REPLICATE: Over the next few years, people in the Bristol wards of Ashley, Lawrence Hill and Easton will benefit from the European funded smart cities and communities project – REPLICATE. The project will be trialling new smart technologies to save energy and money and rethink transport choices. It aims to deliver a place based approach, working with and investing in our assets, people and place to improve their liveability and support inclusive growth and wellbeing. There will be plenty of opportunities for local people and community groups to get involved and shape the initiatives together.

The Bristol project is led by Bristol City Council working in partnership with the city's universities and seven other local partners. The project is funded by the European Commission, with local partner organisations collectively receiving approximately €7 million to deliver the project in Bristol.

The project's International partners of Florence (Italy) and San Sebastian (Spain) will be testing different smart solutions during the project with opportunities to then share experiences between the cities.

Find out more: connectingbristol.org/replicate

An international city – yesterday and today

Being an open and diverse, yet inclusive and integrated, city is not easy. Bristol has a long history of being an international city – our past includes an industrial base and port built on the slave trade, the Bristol Bus Boycott around race issues in 1963, and riots in St Pauls in 1980. Still today, the city faces similar challenges as others do around the UK to ensure communities from different backgrounds flourish together.

We believe that these are not blockers but simply challenges to overcome and that our diversity can also be our strength. We have over 91 spoken languages in Bristol and in 2016 we elected the first European Mayor of Black African-Caribbean descent. Bristol today is an open and diverse city with cultural, educational and business links across the whole world. We aim to be an open and welcoming city to all nations, a City of Sanctuary to those in need. A city others look to as innovative, progressive, integrated, green, prosperous for all, and fun.

Present-day Bristol has numerous strengths that contribute to our international engagement:

- **the diversity of our communities** – since 2001, the proportion of Bristol's population who are not 'White British' has increased from 12% to 22% of the total (2011 census) and is now made up for people from over 180 different countries who speak over 90 languages;

- **our commitment to being a City of Sanctuary**, working with the voluntary sector and learning from other international cities to improve opportunities for refugees and asylum seekers in the city;
- **being the UK's first European Green Capital in 2015** and working with the Bristol Green Capital Partnership to make Bristol a low carbon city with a high quality of living for all;
- **the development of the Bristol City Office**, the variety of multi-skilled partners within our city with a shared interest in tackling city challenges and our collective commitment to a joined up city approach in Bristol and a joined up offer abroad;
- **the diversity of our business sectors**, with world-leading expertise particularly in low-carbon technology, high tech, aerospace and advanced engineering, innovation, creative and digital media and financial and professional services. The Bristol region is home to the UK's largest aerospace cluster and the largest digital cluster outside of London (McKinsey/Centre for Cities, 2014). It is at the centre of the most productive tech cluster in the UK (TechNation, 2015), and the city also boasts one of the UK's leading centres for professional and financial services;



- outputs from our **diverse digital and creative industry** are featured around the world – 35% of global natural history programmes are produced in the region through Bristol having one of only three hub locations for the BBC. Bristol is also home to world-renowned Oscar winners Aardman Animation and The Bottleyard, the UK's second largest film production facility;
- we have a **large SME business sector**, and specifically a prospering **BME business community**;
- **the breadth of expertise within our education and research institutions**: our two world-class universities currently have an annual intake of around 5,000 international students and are globally-renown for varied areas of research including robotics and assisted living, cardio-vascular medicine and smart cities. SetSquared was crowned the best university incubator in the world this year;
- **the variety of cutting edge innovation taking place** in facilities like SetSquared, Pervasive Media Studio, Knowle West Media Centre and across companies like Oracle, Cray, BBC, Aardman and many others is globally respected;
- **our links into vibrant international networks**, from the Rockefeller 100 Resilient Cities to EUROCITIES, from the European Green Capital Network and ICLEI – Local Governments for Sustainability to the EU-China Programme and the Global Parliament of Mayors;
- **the growing hub of international development agencies in the region**, currently the largest group outside London. The South West International Development Agency Network (SWIDN) has 70 organisational members and over 300 individual members, all committed to tackling global poverty and working with partners in the city will contribute to meeting the UN Global Sustainable Development Goals;
- **our seven twin cities around the world**, with whom we have active cultural, educational, research and international development relationships;
- **our world-leading demonstration work as a city test bed** including: being a UK Future City Demonstrator and winner of the prestigious EU-funded 'lighthouse project' REPLICATE - providing investment in to innovative technologies for energy, transport and digital infrastructure in East Bristol; Urban ID a Research Council's project addressing urban challenges; and Bristol Is Open is a unique high speed fixed line and wireless communications platform that is citywide and cutting edge;

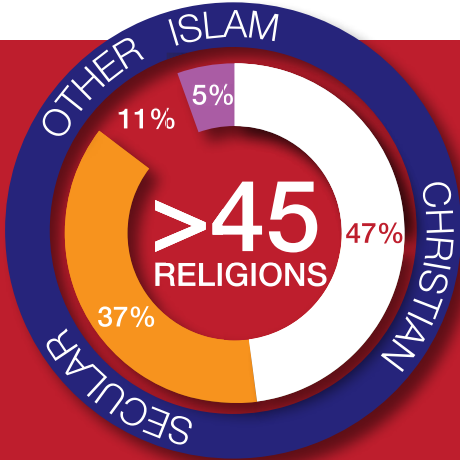


- **our externally-funded links to partners across the world** - from 2005 to 2015 Bristol City Council received £22m for European projects and the universities receive over £20 million a year from EU sources funding multi-country/city projects on varied issues including housing, air quality, energy and transport;
- **the connections we have through our Bristol Brussels Office** have allowed us to access EU funding and participate in policy dialogues impacting on our region. These connections will also play a part in our planning for future EU engagement following the EU referendum. The office is establishing co-investment from other partners in Bristol, helping us work towards a potential 'city office' based in Europe;
- **Physically the city is an international gateway to the UK** with a reach far beyond the West of England. Historically Bristol has a strong association with the growth of UK railways and has had a major port for centuries which currently directly trades with 14 countries and has indirect links to many more worldwide. Bristol is the UK's 8th most popular city with international visitors, and, in 2003, Concorde's last ever flight marked Bristol's significance as a hub for the aerospace industry. Today, through Bristol Airport, there are connections to most major international cities as well as Easyjet's biggest base outside London with flights to nearly 100 destinations. A train from Bristol to London now takes only 1.5 hours.

The following maps show the extent of our international links:

1. Countries of birth and languages.
2. International links through projects and other initiatives
(note: this was based on a consultation workshop in August 2016 and will not be comprehensive)
3. Locations of overseas investors in the West of England
4. Location and density of subsidiaries of West of England companies.
5. Destinations from Bristol Airport.



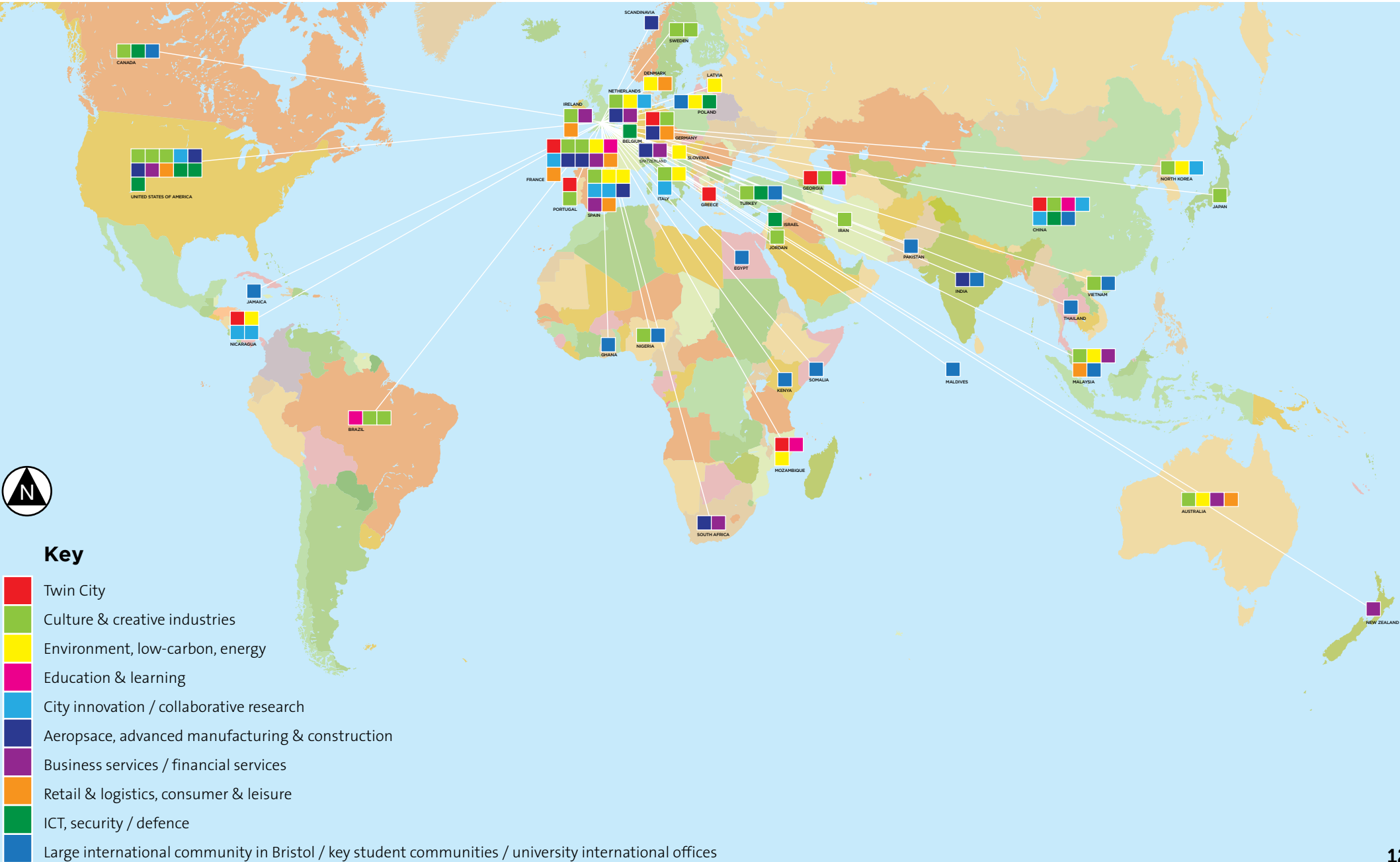


4TH HIGHEST SOMALI BORN POPULATION IN THE UK

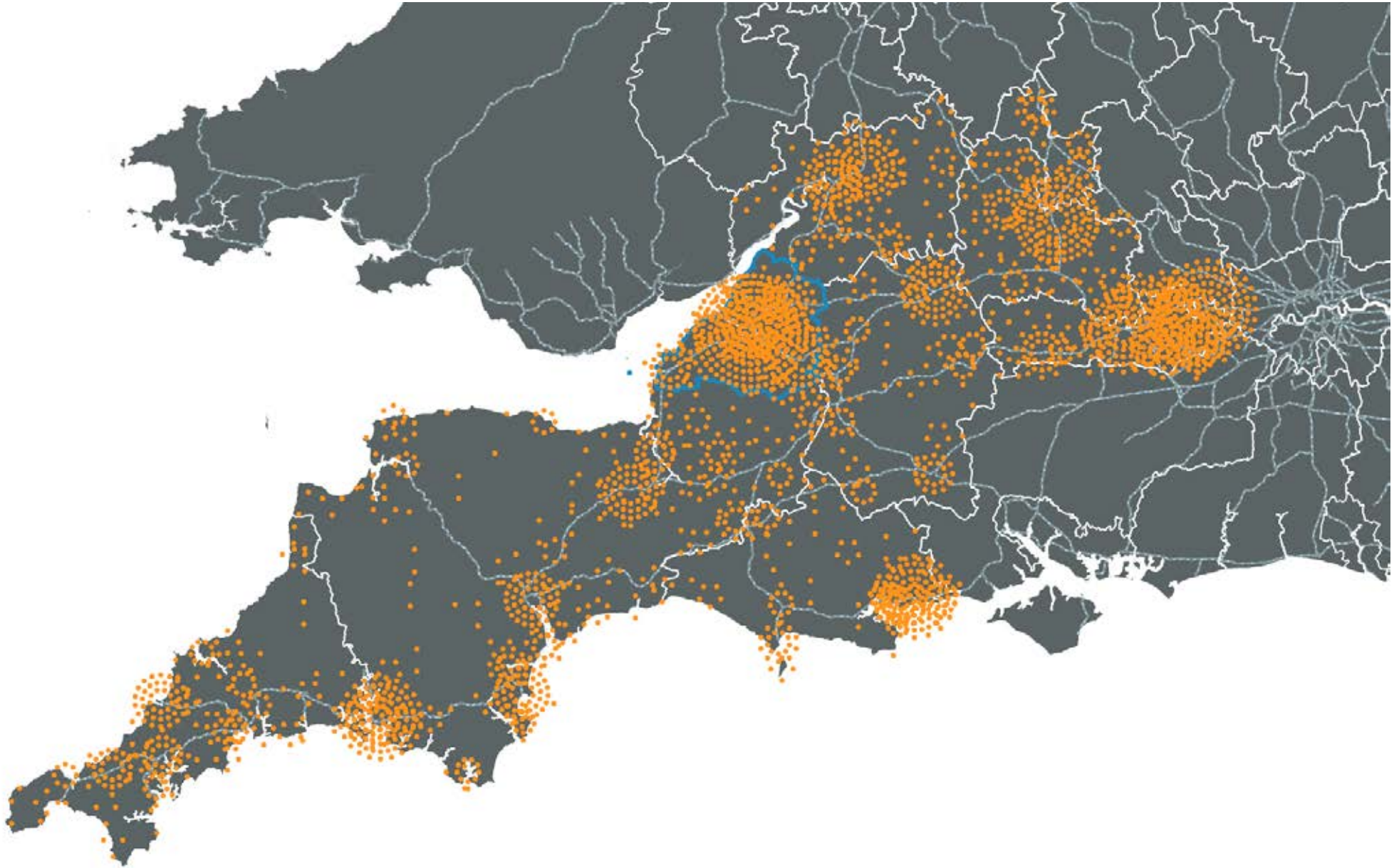


>187 COUNTRIES OF BIRTH

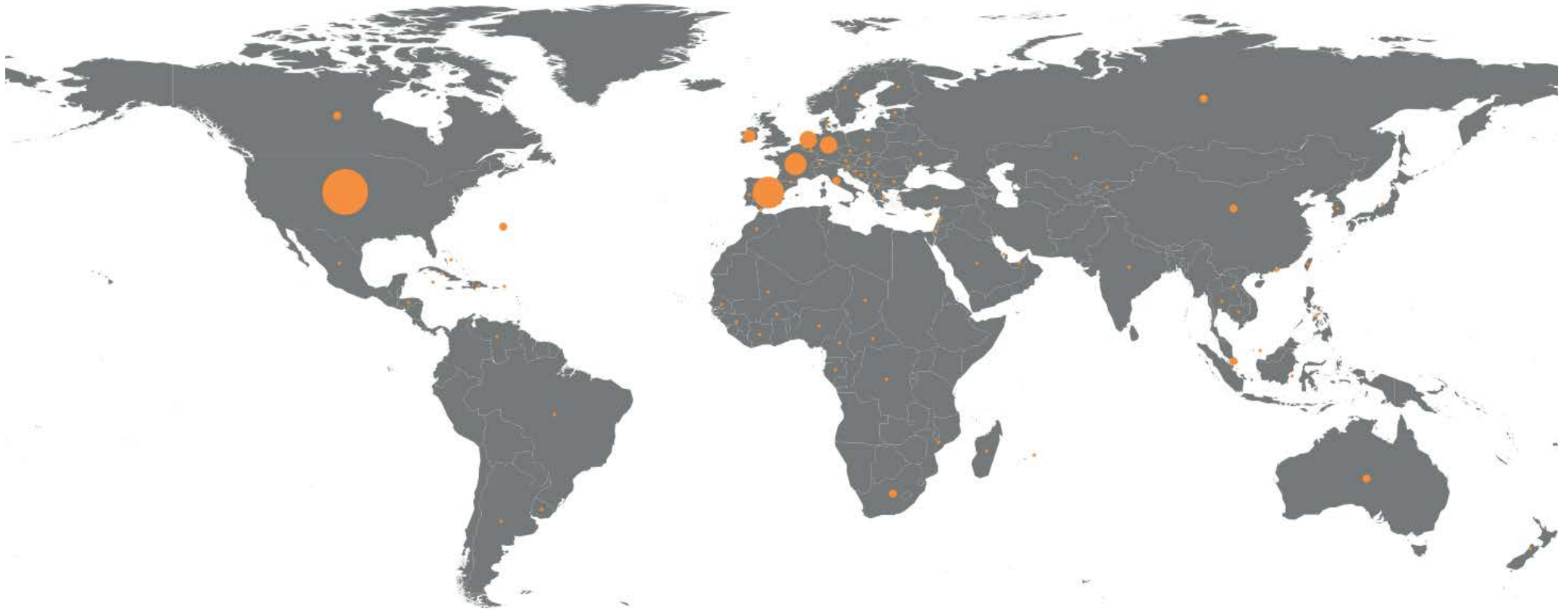
International links through projects and other initiatives



Locations of overseas investors in the West of England



Location and density of subsidiaries of West of England companies



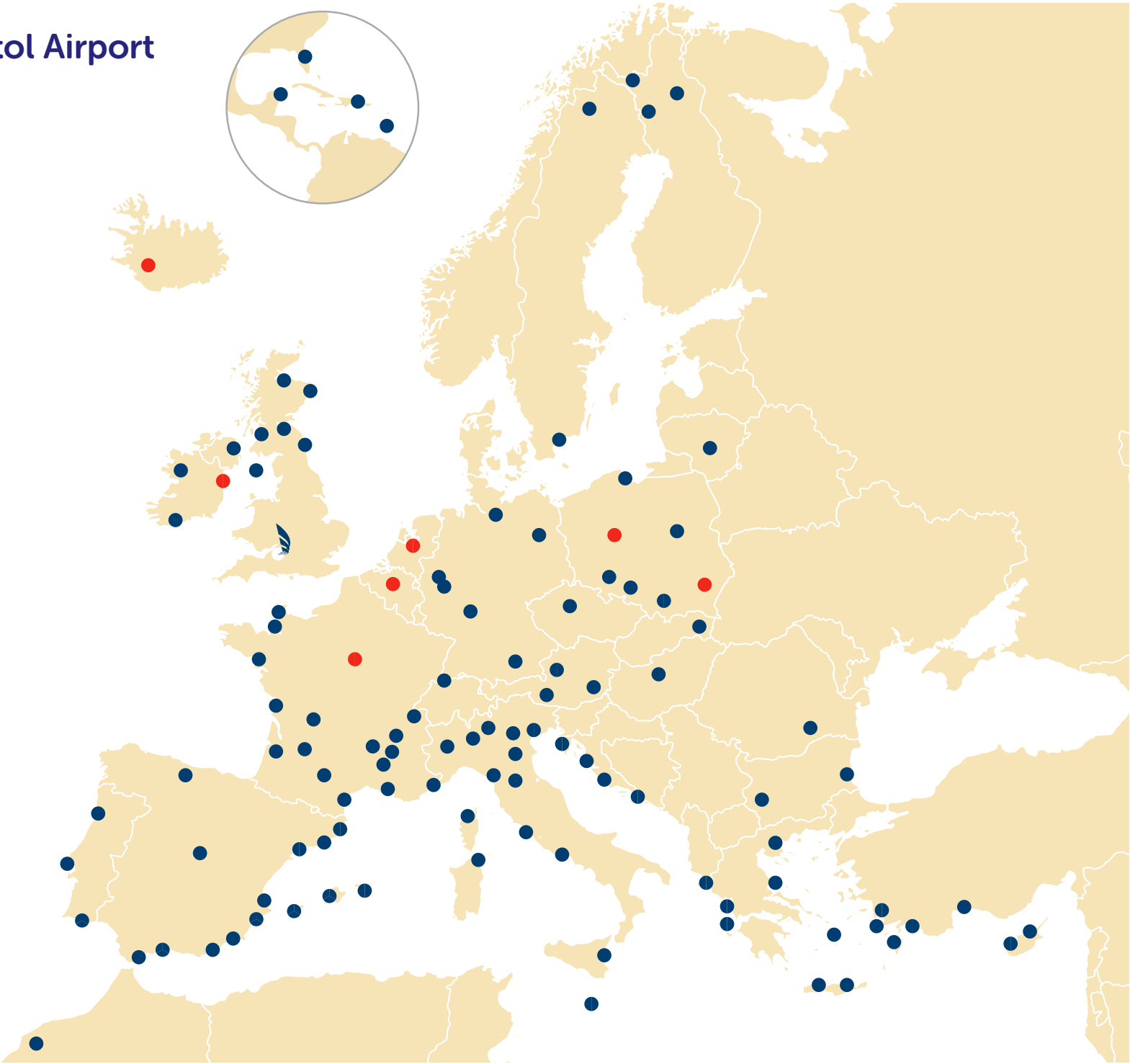
Destinations from Bristol Airport

ROUTE NETWORK	
Total destinations	122
Scheduled destinations	97
Countries	30
Capital cities	16

KEY

● Major European Hubs

● Other Direct Destinations



An international city – today and tomorrow:

"Our vision for Bristol as a truly global city"

Bristol will live up to and build on its heritage as a **truly global city**. Through our **international connectivity** and **trade and investment links** we will deliver a **powerful, resilient, progressive economy** that creates the entrepreneurial opportunities and decent jobs that will enable us to **reduce inequality**. We will also join with city, national and international leaders in delivering the **global values** and **development goals** that shape our future: planetary stewardship and sustainable development, including inclusive economic development, open democracies, human rights and hope.

Bristol will be a **liveable and inclusive** city that grows **global citizens** who understand the global challenges we face and who have all they need to participate in a globalised world and can enjoy the opportunities it brings.

The culture of our **global citizenry**, its 91 languages and 180 countries of origin, our international universities and businesses will allow Bristol to be a **gateway** from the UK to the world and from the world into the UK. Our **diversity** will enable us to be a hub for dynamism, creativity and innovation that comes from accessing a multiplicity of world understanding and views.

Bristol will benefit from overseas **trade and investment leading to a prosperous and sustainable economy**. We will **collaborate with world leading cities to solve common urban challenges and rebalance sovereignty** from national governments towards local government in order to ensure cities and regions have a stronger national and global voice in a time of rapid urbanisation.

(note on Global Citizen: someone who identifies with being part of an emerging world community and whose actions contribute to building this community's values and practice (Open Democracy UK). A Bristol global citizen will come from any background, ethnicity, religion or class. They will feel they are part of a ward and a city here in Bristol, but also part of the world beyond Bristol and beyond the UK. They will be interested in global issues, and how they impact their own lives but also lives of others elsewhere in the world. They will feel they have a responsibility to be engaged in global, as well as local, issues.)



Achieving our vision – what we should focus on

Bristol's international engagement is varied and extensive. One strategy cannot include all of the city's links to other countries. The strategy will **build connections and provide a framework** around which international activities can take place in the city, ensuring we can be **proactive** about international engagement not purely responsive. The strategy builds on past and current work and future ambitions of different organisations and communities in Bristol.

It is expected that more coordinated and focused international work will bring economic **benefits** (attracting trade, investment, funding, labour and visitors), **social benefits** (social cohesion within the city and greater international opportunities for our citizens), political benefits (to drive our city's reputation as a proactive one feeding into national and international policy and strengthening the voice of cities), **and service delivery benefits** (to learn from the best).

We intend to work with other partners at a regional and national level including **West of England local authorities** and the **Mayoral Combined Authority, Great Western Cities** and the **UK Core Cities Network** to identify key issues and priority cities and countries where we can work together to increase impact and to streamline resources.

The specific priorities that we address in our international work will be affected by the priorities of **national government**. We will work closely with government departments to collaborate on target issues and markets. Government support will help us

to secure policy and business commercial wins for our city and Bristol's global reputation for creativity, innovation and sustainability can also help to secure foreign policy and commercial outcomes for the UK.

We will work with city partners to ensure that we have a **co-ordinated response to the EU Referendum** and to ensure that Bristol remains a **welcoming and engaged global city that is open for business in a post-Brexit world**. The EU referendum in June 2016 unearthed division among cities and communities across the country. The majority of the electorate of Bristol voted for the UK to remain a part of the EU (62%) but 38% voted to leave the EU. We will work with partners across the city to ensure that Bristol remains a cohesive and welcoming city and continue to build better and deeper links with European and global cities for the good of all our citizens. We will look to address the issues and concerns of those citizens who feel they have not necessarily benefitted from our increasingly globalising world to ensure no-one is left behind. Our Brexit response work covers issues relating to business and funding, policy and legal, community cohesion and national and international relations and seeks to assert Bristol's voice at a national and international level as Britain leaves the EU. **This Brexit work is mainstreamed across the actions in this strategy and other work programmes taking place in the city.**



Strategic Goal:

The ambition to deliver our goal and its four strategic outcomes will drive the council's international work from 2017 to 2027 with a refresh of the deliverables each year. The implementation plan including deliverables and performance indicators is attached to the strategy.

Bristol: Global City – working with the world for local and global benefit.

Delivering our local vision to be a stronger more inclusive city with a high quality of life and strong green credentials and providing leadership on global development goals including inclusivity, resilience and sustainability.

(The International Strategy will support delivery of the objectives of the Corporate Plan and the Resilience Plan)

Strategic Outcomes:

- 1) Leadership on shared global values and development goals, including inclusivity, sustainability and resilience;
- 2) A stronger Bristol economy and an international gateway to the UK;
- 3) Our international communities and global citizens link Bristol to the world, creating a culturally vibrant, cohesive and welcoming city; .
- 4) A rebalancing of sovereignty giving a stronger voice to cities (a global agenda working with national and international partner cities).



How we work – the five 'Ps'

This strategy proposes using five main mechanisms to achieve our four strategic outcomes.

1) Profile – we will proactively build on Bristol's international profile to leverage investment, funding and other global opportunities for citizens, businesses and universities that will help to build a more prosperous and sustainable city. Working with partners we will develop a shared story of Bristol's strengths and interests and articulate this as the 'Bristol offer' overseas. We will work to maintain and grow the city's profile through awards, international networks and collective profile-raising where the international activities of one organisation complement and support those of others. We will use our profile to attract experience-sharing opportunities from cities facing similar challenges to us.

2) Policy – we will seek to influence local, regional, national, European and global policy to better support our city's ability to do business abroad and to create policy that meets the needs of our city around shared global challenges like air quality and equalities. We will look to increasingly work regionally on our international programme, aligning with devolution, as well as at a national level for example through Core Cities. We will play a proactive role in securing the best Brexit deal for Bristol and other

cities and regions in the UK. Through global frameworks like the UN Sustainable Development Goals (SDGs) we will contribute to a shared global agenda of actions that raise standards of living in Bristol as well as working with partner cities around the world.

3) Prosperity – we aim to increase and broaden prosperity to reach all parts of the city by successfully securing international project funding and by building on our international links to enable trade and inward investment opportunities. Prosperity goes beyond money and we will use the international engagement programme to bring other opportunities to the city including education and cultural experiences.

4) People – we will help grow global citizens in Bristol by strategically building on twin city links, engaging with the leaders of Bristol's diverse and international communities and by ensuring international students and staff at Bristol's universities feel so connected to Bristol that they link back to the city and help create opportunities for collaboration when back in their home cities. 'Growing global citizens' means all citizens, especially Bristol's young people,

who will identify with being part of a world community as well as a local one, and want to contribute to building this community's values and practice. We will work in partnership with large local international communities e.g. Bristol's Somali, Polish and Indian communities, to build on their economic and cultural links.

5) Partnerships – we will be an 'active' member of a few target international networks to help us deliver strategic priorities areas for the council and city partners. This will include EURO CITIES, Energy Cities, Rockefeller 100 Resilient Cities, Global Parliament of Mayors, ICLEI, Global Network of Learning Cities, and the World Health Organisation (WHO)'s European Healthy Cities Network. Nationally, we will continue to develop our partnerships with the UK Foreign and Commonwealth Office, the Department of Industry and Trade and other key government departments as well as with the Core Cities Network, regionally in the West of England, as well as with local agencies and organisations.



Bristol: Global City

This strategy proposes using five main mechanisms to achieve our four outcomes and overall goal.



Priority cities/regions and countries for Bristol's international work

Bristol has many international links and partners that we currently work with or aspire to work with. To ensure that we deliver practical outcomes from those relationships within our resources, we will need to prioritise the cities, regions and countries we focus on. We will strategically leverage partnerships with priority cities, regions and countries where:

- they have comparable challenges, opportunities and outlook to Bristol;
- are engaged with Bristol on several fronts already including through links with the council, business, universities and colleges or other links in the community (identified through mapping sessions with partners);
- are part of networks we are prioritising;
- are also of interest to the UK government;
- they have cultural and economic links with our largest international communities.

We recognise that we need to be flexible in a changing world and therefore although the priority cities/regions and countries will be the main focus of our work, we will remain open to links with other places to continue current good work and to respond to new opportunities as they arise, for example on project work and trade and investment deals. For new engagements we will follow a set of criteria before committing resources, including existing links, language, funding availability, interest from UK national government, legal structure similarities and ease of doing business.

The prioritised list of cities/regions and countries will be developed as part of the implementation plan and will be reviewed on an annual basis.

Twin Cities

The partnerships of Bristol's seven twin cities (Hannover, Bordeaux, Guangzhou, Oporto, Beira, Puerto Morazan and Tbilisi) are a key feature of the city's international work and the International Strategy. The relationships and areas of interest are met through the council, partners in the city and the work of the Bristol International Twinning Association as well as the volunteers.

Measuring impact and value

Success will not always be immediately apparent for international work, relationships and multi-partner projects take time to nurture and deliver results. However there is often a strong 'virtuous circle' effect with international work and when smaller engagements are successful they lead to larger and other links in that same place.

This strategy focuses on efforts in the coming 10 years (2017-2027) and will be monitored quarterly and reviewed annually. The attached implementation plan includes actions and performance indicators.



Governance and resources

Bristol City Council's International Service, including the Bristol Brussels Office, will coordinate the implementation of the strategy. The council's International Service supports other teams within the council, the City Office and organisations across Bristol, whose work in turn benefits Bristol's businesses and citizens. The International Service offers a range of resources including international expertise and experience, global network membership, opportunities for international funding (e.g. a toolkit for others to access funding directly), oversight of delegations and visits and a coordination role across all partners in the city.

As set out in the implementation plan of the strategy, basic service delivery will rely on core revenue funding. However, other actions will require external funding from national and international funding programmes and through city partners. In addition, a key objective of the strategy is to develop a sustainable funding model that would potentially be income generating including trialling city, regional or even national co-funding opportunities. The implementation plan has been designed so that there can be progress on the strategic outcomes by only using existing council resources, with the expectation that additional

external funding would support full delivery of the outcomes.

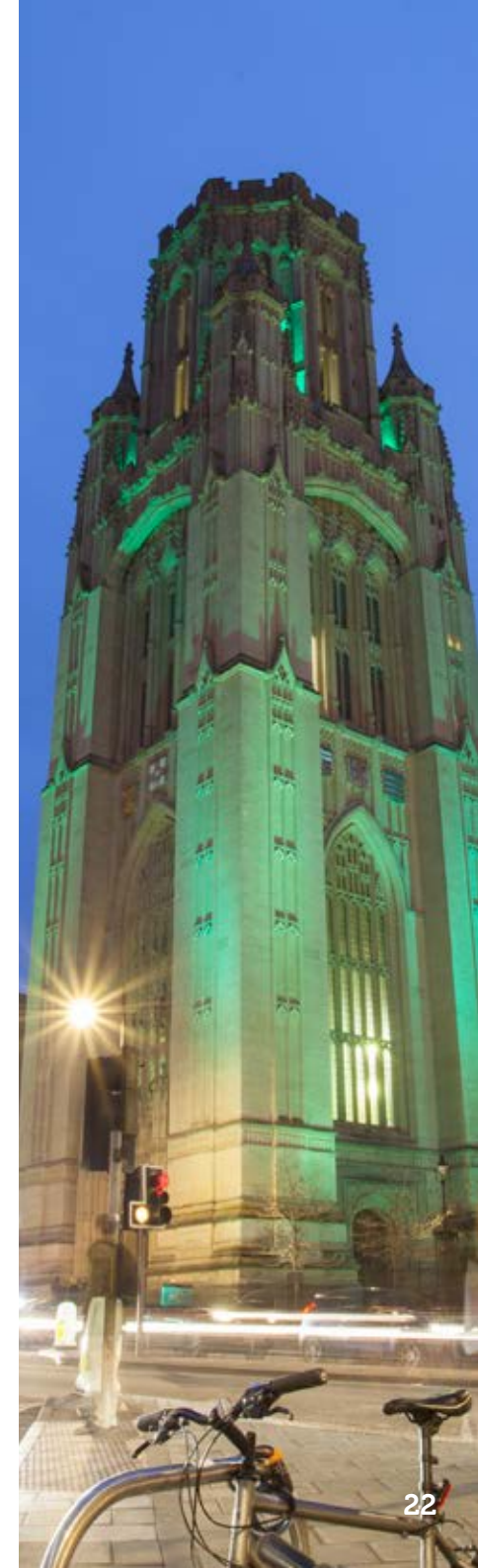
A **Strategic Programme Board, comprised of representatives from the council and our city partners** will be set up to oversee delivery of the strategy and to ensure the city has a coordinated approach to international work.

A '**Bristol International Ambassadors Group**' and '**Alumni Network**' will also be set up, comprised of experts from various sectors across the city who either have international profile and relationships, are key representatives from the large international communities in Bristol or are Bristol alumni. Some may be Learning City Ambassadors already and this will be part of or linked to the City Office.

The Ambassadors Group will be unpaid voluntary roles and will not require funding for travel as we will be capitalising on the fact that due to their expertise they are already involved in international work. As they travel, the International Ambassadors will share the Bristol story of our strengths and interests. The Council will make publicly available membership, terms, accountabilities and governance unless there are overriding legal or commercial restrictions.

Productive international relationships require face-to-face time with partners and it's key that an investment in time and resources is made with key contacts from priority cities and regions. It is the relationships that are built and the trust that is formed which brings results, alongside official discussions. Virtual meetings (skype, video) will be encouraged and are key to ongoing partnership relationships. Where travel is vital (for senior level representation, for in-depth learning-by-sharing, for key events), we will seek external funding to cover costs where possible and will follow Bristol's travel policy to only use flights where necessary.

For more information, please contact Bristol City Council's International Service, international@bristol.gov.uk



Further information

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international@bristol.gov.uk or **00 44 117 92 23329**