

## Appendix A

### **Portsmouth City Council International Relationship Strategy 2020 - 2025**

#### **1. Background**

As a city which prides itself on its multinational society, having a secure international reach is of high priority. However, we have arguably faced setbacks by lack of prioritisation and strategic approach which has declined collectively, with our partnered cities over time. The City Council is in firm belief that these challenges can be overcome by implementing a new strategic programme for International Relations. Assets have not been used to their full potential in the past, and so a successful strategy will ensure we do not miss any future opportunities.

There is no doubt of the fact that Portsmouth is an international city with a natural reach extending globally. Portsmouth is a hub of business and study as well as an extremely popular place to live and work.

- Our globally renowned University<sup>1</sup> attracts thousands of students and academics to the city every year. Portsmouth University proudly boasts a student body made up of over 150 nationalities, making the city's twinning links crucial to the study and living of our 5000 international university students, as well as, enriching the city both culturally and academically. The University's £400 million investment enables adequate funding to all international students allowing them the appropriate support throughout their time in Portsmouth.
- Continued and united approach across the city's business, government, education and international partners.
- There is no doubt that Portsmouth is a city with incredible reach, receiving 9.4 million visitors in 2015, contributing £610.3 million to the local economy and since, has increased considerably<sup>2</sup>.
- Portsmouth has an extensive naval history dating back around 800 years ago with the Historic Dockyard bringing in over two million pounds annually. Our rich naval history has naturally provoked many of our twinning relationships due to the common history. Maizuru, Japan and Caen, France are two of our partners with whom we share a common interest in military history, thus, allowing for a strong naturally formed relationship.
- Portsmouth has a plethora of established relationships with cities across the globe. These are formalised under categories known as a 'Twin City establishment' which we hold with Duisburg (Germany) and Caen (France).
- There are also 'Sister City Agreement' between Haifa (Israel), Maizuru (Japan), Sylhet (Bangladeshi), Zhanjiang (China) and Sydney (Australia).
- Beyond this, we also have a 'treaty of friendship' established with Portsmouth Atlantic Compact (Virginia, New Hampshire and Rhode Island) and Zhuhai (China).

We have already seen countless examples of successful cooperation between our partnered cities<sup>3</sup>; our new aim is to provide a renewed, refocused outlook of both activities and support in an attempt to deliver the city's priorities and ambitions for future relations.

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<sup>1</sup> [www.port.ac.uk/study/international-students](http://www.port.ac.uk/study/international-students)

<sup>2</sup> PCC Visitor Marketing Strategy 2017-2020, Portsmouth's Contribution to the Visitor Economy

<sup>3</sup> <https://www.portsmouth.gov.uk/ext/your-council/your-city/twinning>

## **Why does Portsmouth need an International Relationship Strategy?**

Portsmouth's international population is growing at a healthy and positive rate<sup>4</sup>. Chinese tourism has increased by 43% over a span of 5 years, displaying a growing international interest in the city. Portsmouth's BAME community is estimated to be around 16% of the population of the city and this rises to 20% of the school age population<sup>5</sup>. It is important that our international links incorporate community groups, businesses, faith groups and educational establishments within the strategy and that they are encouraged to play an active role in the links.

Twinning is important in order to stretch the great waterfront city's name globally to promote tourism, trade and education, thus, bringing in significant spend for the local economy.

Portsmouth has a wide reaching trade strategy, the newest being with Bangladesh. This shows the initiative of the city, being proactive during Brexit negotiations, setting up a trade dialogue enabled by the sister city relationship. The twinning relationships allow a friendly, open communication to discuss business between each city, this strategy will allow Portsmouth City Council to successfully deliver their objectives, enabling the council to fully benefit from its partnerships.

The strategy will enable international relationships to be managed by a process driven approach ensuring effective and equal governance, clear objectives and measurable results.

A clearer definition of the expectations outlined in the strategy should make it easier for the city to deliver them, manage expectations with international partners to engage and support priorities.

## **2. Objectives**

To support both existing twin relationships, consider new ones, and support the council to successfully use international relationships to deliver against the City Council's five priorities. The purpose of the strategy is also to enhance the city's reputation on a global scale as a part of an international outreach programme for students and businesses.

- To support the development of new and existing businesses with a key focus on employability skills
- To support engaged and cohesive communities through an acceptance of and an engagement with culture allowing for an accepting society promoting social inclusion.
- To provide the city with a an enhanced economic outlook, supporting research and innovation
- Enhancing the reputation of Portsmouth on a global scale
- To provide a clear definition of the expectations each city relationship hopes to achieve, which are agreed with the partner city to support the delivery of the City's five priorities

## **Who is Portsmouth's International Relationship Strategy for?**

Portsmouth City Council believes that the wider population will benefit from the strategy as well as our international partners. It is already clear that many of our local businesses are regularly engaged on an international level, which we do not intend to interfere with. The

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<sup>4</sup> Portsmouth City Council Visitor Marketing Strategy, 2018-2019

<sup>5</sup> Culture and City Business Development Plan 2016-19 key performance measures

focus of the strategy is to bring partners across the city into a joint action in order to propel the city forward to reap the greatest value from twinning, for all concerned.

We are planning to engage with:

- **Education**: through student engagement within our local area, whilst also seeking to recruit international students, creating European and international engagement.
- **Businesses**: with a key focus on local businesses and an interest in making international trade connections as well as, promoting Portsmouth as an international centre of trade and commerce.
- **Community and cultural organisations**: particularly those with an international reach such as Portsmouth University's cultural societies and community projects.

The City Council is aware of the need for a successful International strategy beginning with a clear set of objectives. Our findings have prompted a prioritisation process for each city we have a relationship with which also reflect key and significant anniversaries.

### **Maximising funding opportunities**

Portsmouth has benefitted hugely from European funding which has enabled many educational advancements for schools within the city. However, the Brexit process has removed this as a key funding stream for the city at the current time although we will continue to monitor this to see what, if any, funding streams become available. However we are keen to explore other funding opportunities having recently been successful in a small grant application to support work between a Portsmouth and Maizuru school and will continue to:

- Strengthen the city's engagement with our non-European links to support economic growth and inclusion throughout both cities.
- Place a focus on exploring other funding opportunities in order to diversify the work and activities to meet the key priorities identified in this strategy
- Maximising the city's voice on a global scale to make known the benefits of twinning as well as the need for funding, ensuring engagement also links into the Council's Trade Policy objectives.

### **Strengthening International partnerships**

We believe, as a council, it is our responsibility to ensure any successful international relations activity is converted into enhancing the profile of the city.

- International partnerships - refocusing our existing international relationships with China, Israel, USA, France, Germany and Japan and perhaps considering other emerging opportunities.
- Creating a support meeting process in order to keep up to date on international relations, allowing the new strategy to be progressed.
- Where appropriate, working with academic partnerships to support Portsmouth University and continue the policy to attract international students to the University, thus, developing academic research and cross boundary education.
- Working with schools throughout the city to promote the benefits of language skills, a global platform and an understanding of international cultures.
- To utilise Innovation space and innovation warehouse Portsmouth to support the growing businesses in Portsmouth and to offer advice to local and international businesses wanting to expand abroad.

- To support the Sylhet Business Support Group to protect the fundamentals of the economic goals of the twinning process.

### **Enhancing influence and reputation in a changing Europe**

Europe is significant within our strategy as a key source of funding for opportunities and development. Through this objective, we aim to see key activity including:

- Sustaining and strengthening relationships with our twinned cities in France and Germany.
- Strengthening our role in Europe, from our partnered cities, to enhance and maximise benefits from other European cities.
- Maintaining strong historical connections between Caen and Duisburg, thus, enabling ongoing visits to commemorate peace and friendship.

Twinning will be crucial to maintaining bonds post Brexit as there could possibly be a lack of formality and motivation, twinning will play a role preventing hostility, ignore the politics of the relationship with focus on social and economic policies of twinning agreements. We do not anticipate our strong connections between Caen and Duisburg to be heavily affected by Brexit due to our ongoing relations as well as the relations forged before the UK was in the EU.

### **Developing a better relationship with key partners**

- We regard the local authorities in those we are twinned with as a key partner to stabilise and legitimise the relationships formed. We aim to develop these partnerships to keep up to date on the motives and aims of our partnered cities, therefore, ensuring our objectives are met.
- University of Portsmouth - The city's university is a key partner, helping the City Council's international outreach programme and fulfilling the twinning objectives of putting Portsmouth on the global map, making it an international place of study and business.
- The European Cities Twinning Committees (ECTC)<sup>6</sup> are a key partner in organising and arranging events with EU twinned countries. They maintain any blogs, social media and websites regarding EU twinning, providing an easy platform for all cities within partnerships to communicate and keep updated on the status of their city's relations with Portsmouth. The ECTC also provides a platform from which exchanges and hosting can be made which has proved to create life-long friendships across Europe.
- Portsmouth Bangladesh Business Association<sup>7</sup> - created to support local businesses whilst strengthening the economic ties between Portsmouth and Sylhet - a major city in Bangladesh. We are planning to better this relationship through the encouragement of new services and ideas as well as networking and looking at research and development opportunities.
- Ensure all key existing partners are identified for all cities and their roles defined e.g. Portsmouth: Haifa group.

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<sup>6</sup> <http://portsmouthcaen.wixsite.com/twinning/single-post/2018/07/16/The-European-Cities-Twinning-Committee>

<sup>7</sup> [www.pbba.org.uk/](http://www.pbba.org.uk/) - Portsmouth Bangladesh Business Association

## How the Five Priorities are relevant to Portsmouth's International strategy

Portsmouth City Council is clear that whilst an understandable set of objectives are vital to the success of the new strategic approach, it has to also have a clear set of agreements in place with the other cities. We believe that these should be specifically focussed on where international activity can add value as outlined below:

### a. Jobs and Growth

To support the development of new and existing businesses with a key focus on employability skills. As well as and pursuing new and existing relations that provide local businesses with access to new markets and networks. It is important for PCC that the economic growth and prosperity is reported in the quarterly meetings to ensure both the committees and Portsmouth City Council are doing all they can to encourage economic growth.

### b. Engaged and cohesive communities

An acceptance of, and an engagement with culture allows for an accepting society promoting social inclusion. This would therefore, make communities feel safe and supported by the local people. This makes Portsmouth more appealing to international students and skilled workers, developing social and economic factors.

### c. Knowledge and Innovation

To provide the city with a different economic outlook, supporting research and innovation both abroad and within Portsmouth, aided by Portsmouth University. This will improve education and learning.

### d. Attracting visitors<sup>8</sup>

Promoting local business to attract students and tourists from overseas, thus, displaying Portsmouth's cultural vibrancy. Through promoting the city we are providing almost 20,000 jobs relating to tourism, therefore, contributing to local business and economy.

### e. Trade and investment

One of the main focusses for Portsmouth is the encouragement of economic development. A key example of this is the Portsmouth Bangladesh Business Association, who are working with Portsmouth University in order to help build an interest in investment amongst young people. The city is keen to encourage investment in Portsmouth and build relations with international companies to secure trade links.

<b>Twin City</b>	<b>Priorities</b>	<b>Maintaining</b>	<b>Partners Involved</b>
Duisburg	Promote history between cities, embracing cultural heritage with a friendship.	Promoting and taking any opportunities to keep relation strong post Brexit. 70th anniversary 2020	ECTC
Caen	Attracting visitors via promotion of the	Promoting and taking any	ECTC

<sup>8</sup> PCC Visitor Marketing Strategy, Regional Picture, 2017-2020

	ferry ports. Engaging in local culture. Individual links with culture, economic and business links.	opportunities to keep relation strong post Brexit.	
Haifa	Share the naval history of the cities and maintain contact whilst encouraging hospitality. Pursue links between our international ports.	60th anniversary 2023	Haifa Committee
Maizuru	Support the history whilst encouraging new culture between our cities.	Ongoing exchange programmes and correspondence between schools and scout groups.	Mayfield School
Sylhet	To focus on trade and investment with local businesses in both cities to allow expansion of trade links.		Portsmouth Bangladesh Business Association
Sydney	Promote strong links between first fleet of Portsmouth to migrate to Australia.	40th anniversary 2024	Britain/ Australian Society
Portsmouth (Virginia, New Hampshire and Rhode Island)	To celebrate the history of the USA and UK, particularly in WW1/2	Virginia: 40th anniversary 2022	Portsmouth International Portsmouth City Council Atlantic Compact
Zhanjiang	To encourage economic trade and business.	10th anniversary 2024	Portsmouth Chinese Association
Zhuhai	To encourage economic trade and business.	10th anniversary 2024	Portsmouth Chinese Association

### **3. Enabling success & delivery areas already enhanced by International Relationships**

Principles from which decisions should be made for new city relationships:

- Any twinning should be prioritised against the council's vision for the city and how it can benefit Portsmouth.
- Any new relations should be assessed on their potential to provide demonstrable and documentable benefits to the city.
- Made in confidence that the city will get good value from the partnership.
- All requests for visits should come through twinning offices, keeping formality between the twinned cities whilst acknowledging that other cities have different administrative structures to ours.

## **Cultural assets**

Portsmouth offers numerous cultural events throughout the year. Some of these events include<sup>9</sup>: The Victorious Festival which has hosted bands from our twin cities on the World Music Stage, the International Kite Festival that has welcomed kite flyers from across the globe and the Great South Run for which we host runners from our twinned cities. The diversity amongst the population of Portsmouth is shown through the celebrations of many different holidays such as Eid Mela, Windrush, Diwali and many other international celebrations.

The city also supports the diverse local community by working collaboratively to produce events such as the celebration of Bangladesh's Independence Day, flag raising event for the Kurdish community and a tree planting ceremony to mark the celebrations in the Sikh community. All of these events add to the attraction of the city as a place to visit, live, work and study.

## **Academic links**

Portsmouth has strong international links with international students attending not only our university, but our colleges and secondary schools. The city is able to benefit from the University of Portsmouth's popularity worldwide. We currently have 5000 international students studying at Portsmouth University the majority of whom have set up societies within the institution, further securing our relations with international countries such as Bangladesh, China and Japan.

Mayfield School has established a strong relationship with schools in Maizuru<sup>10</sup>. Students in Maizuru have been visiting the city annually and in 2018 Mayfield School were able to send a group of students to Maizuru for the first time enabling the young people to deepen their cultural understanding of the city.

## **Civic links**

The Lord Mayor and Leader of the Council play a vital role in welcoming visitors, promoting the city and forging and maintaining links with business, commerce and education. This can significantly enhance the city's international profile. Many ambassadorial parties and visiting delegations expect to be welcomed solely by political leaders and so the presence of civic leadership plays a huge role through hosting civic functions.

## **Trade and Business links**

Our links with Sylhet were created in order to pursue our economic development plans. The Portsmouth Bangladesh Business Group are in place to maintain relations and ensure our economic needs are met.

Links with China are primarily focussed on business links and the Portsmouth Chinese Association led the relations between our cities.

The city's links with Haifa, Israel is increasingly focussing on establishing partnership working with the Portsmouth International Port. The two ports are now in direct contact to progress this link.

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<sup>9</sup> [www.visitportsmouth.co.uk/whats-on](http://www.visitportsmouth.co.uk/whats-on)

<sup>10</sup> [mayfield.portsmouth.sch.uk/news/2018-11-06-international-relations-to-maizuru-japan-october-2018](http://mayfield.portsmouth.sch.uk/news/2018-11-06-international-relations-to-maizuru-japan-october-2018)

We have close links with Portsmouth University in order to support local business people and entrepreneurs. As well as this Innovation Warehouse Portsmouth has been created in order to bring advice and expertise to local entrepreneurs in the area and within the University, thus, allowing a base for a support system which aims to inspire international and local people to want to get involved with Portsmouth's economic development plans.

### **Proximity and reach**

Portsmouth has prime location in the South East of England. The city works closely with Southampton airport to make connections into Portsmouth easy and obvious. Portsmouth offers train and bus services extending around the entire UK and so making it easily accessible to tourists. The international port also secures relations with Caen whilst making Portsmouth a key and poignant destination.

## **4. Governance and delivery**

### **Management and coordination**

As with any strategy, its management will be crucial to its success. In order to ensure effective management we have initiated quarterly meetings to discuss all aspects of international relations. We need to ensure a collective ownership of the overall strategy by all partners. It is anticipated that each group linked to a city will produce reports to keep the PCC coordinator updated. The lead officer from PCC will be responsible for the implementation of the strategy and the groups will be deemed responsible for attending meetings or reporting back to the PCC officer quarterly to maintain direction and keep the lines of communications open.

### **Twinning Advisory Group**

The current proposal is for a rejuvenation of the Twinning Advisory Group to effectively support and oversee the delivery of the International Relationship Strategy. The Chair of the committee, currently the Chair of the Resources Committee, will be further consulted to determine the frequency of the meetings, potentially three times per year, to ensure they are sufficiently informed and able to discuss in a timely manner any issues surrounding the partnered cities.

### **European and international social media**

We are aiming to maintain a social media platform surrounding our International partnered cities. This will enable an easy line of communication for members of all communities across the globe as well as a more effective outreach programme. This is required in order to maintain the new strategy and its objectives. The websites and blogs will enable members of the public to be updated more regularly on the twinning relations and events happening in their local areas. This will capture the essence of the twinning programme, connecting people of all nationalities and cultures through the ease of social media.

## **5. Relationship Agreement Types**

Our understanding is that the reciprocal cities do not have such distinctions between the relationship they have with Portsmouth and in most instances the status they afford our relationship is that of a twin city.



Below is the current breakdown of relationships. However, as part of the Action Plan it is suggested that these definitions are redefined in line with the culture of the country we have a relationship with and also in line with how each relationship has progressed and grown.

**Twin City Agreement:** A Twin City Agreement is a long-term partnership that takes places between recognised government authorities of cities or regions in two different countries and shares similar economic and social interests. They were established as a result of historical events. Funding is available to enable the Lord Mayor to make one visit to each of the two twin cities annually.

A Twin City Agreement is based on:

- Mutual respect, cooperation, understanding and tolerance
- Similar vision and direction set collaboratively by both communities, respective of their legislative and policy frameworks.
- Collaboration, engagement and co-operation between the government and cities.

The agreement should promote:

- Cooperation in areas of mutual economic prosperity
- Developing trade and investment activity
- Seeking to continue to the friendship between two cities.

Formalities are limited to:

- Annual delegation visits to the twin city and reciprocal invitation issued to the Mayor of the twin city to visit Portsmouth.
- Ad hoc visits to celebrate or commemorate specific anniversaries or events.

**Sister City Agreement:** A Sister City Agreement is a long-term partnership that takes places between recognised government authorities of cities or regions in two different countries and generally tend to share similar economic and social interests.

A Sister City Agreement is based on:

- Mutual respect, cooperation, understanding and tolerance
- Similar vision and direction set collaboratively by both communities, respective of their legislative and policy frameworks
- Collaboration, engagement and co-operation between the government and cities of both cities
- Unlike a Twin City, a Sister City has a focus on benefits for both cities such as, economic growth as opposed to a link based on historical connections.

The agreement should promote:

- Cooperation in areas of mutual economic prosperity
- Developing trade and investment activity

Formalities are limited to:

- The exchange of information and communication via an electronic dialogue or face to face meetings.
- Visits to the sister city by the sister city to Portsmouth should have an agenda with specific objectives that should be in line with those of Portsmouth City

Council. The outcomes of the visits should be measured to gauge benefit to both cities.

- Exchanging of gifts when an official visit has been arranged prior to mutual agreement

**Friendship City Agreement:** A Friendship City Agreement is a partnership that is supported by members of the community and were primarily around exchanges between families and/or community groups, endorsed by both local authorities.

A Friendship City Agreement is based on:

- Mutual respect, cooperation, understanding and tolerance
- Similar interests between residents of the two cities
- Mutual interest in the city's culture, history, tourism, life style similarities and differences

The agreement should promote:

- Visits and exchanges between various areas of the community

Formalities are limited to:

- Exchanges organised by community groups
- Written communication between communities developing friendships and understanding of the city based on mutual interests

Portsmouth City Council are not looking to create any more twin city relationships as they are based on historical connections. There is still possibility for sister and friendship links if opportunities arise and the city meets the strategy criteria.

Key roles regarding maintaining and establishing International Relations:

- **PCC**
  - **The Officer:**
    - Manager of the strategy and making sure it is implemented across all committees.
    - Arrange and attend each committee meeting with the Chairs of committees quarterly.
    - Sort and arrange the logistics for delegation visits.
    - Report key points from quarterly meetings to the Cabinet Member if relevant.
    - Request funds from the cabinet member
  - **Chair of the Twinning Advisory Group:**
    - Responsible for the allocation of funds to support twinning activities
    - Must be in agreement with the strategy
    - Convene regular meetings of the TAG and, if not, request written updates on the relationships
    - Provide direction on behalf of the twinning agreement
  - **General:** responsible for taking an active role in formal organisation such as risk assessment and general co-ordination. As well as the formal funding of the Lord Mayor and cohorts when travelling to twinned cities.

- Key Partners: responsible for taking an active role in the daily communication with partnered cities. The committee should maintain and update any websites, blogs and social media linked to the relationship they have in place which will ensure the general public on both sides are the agreement are updated and aware of key news and upcoming events. The chairs of each group would also be expected to attend quarterly meetings to update PCC.
- Lord Mayor: responsible for representing Portsmouth and its objectives overseas when visiting cities. As well as discussing potential economic and cultural ventures whilst maintaining an ambassadorial role to open doors for potential links.