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# NOTICE OF MEETING

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## **CABINET MEMBER FOR PLANNING, REGENERATION & ECONOMIC DEVELOPMENT**

**WEDNESDAY, 1 FEBRUARY 2017 AT 9.30 AM**

### **CONFERENCE ROOM A - CIVIC OFFICES**

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Email: [vicki.plytas@portsmouthcc.gov.uk](mailto:vicki.plytas@portsmouthcc.gov.uk)

If any member of the public wishing to attend the meeting has access requirements, please notify the contact named above.

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## **CABINET MEMBER FOR PLANNING, REGENERATION & ECONOMIC DEVELOPMENT**

### **Decision maker -**

Councillor Donna Jones (Conservative) Leader of the Council with responsibilities for PRED

### **Group Spokespersons**

Councillor Yahiya Chowdhury, Labour

Councillor Ben Dowling, Liberal Democrat

Councillor Colin Galloway, UK Independence Party

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(NB This Agenda should be retained for future reference with the minutes of this meeting.)

Please note that the agenda, minutes and non-exempt reports are available to view online on the Portsmouth City Council website: [www.portsmouth.gov.uk](http://www.portsmouth.gov.uk)

**Deputations by members of the public may be made on any item where a decision is going to be taken. The request should be made in writing to the contact officer (above) by 12 noon of the working day before the meeting, and must include the purpose of the deputation (for example, for or against the recommendation/s). Email requests are accepted.**

## **AGENDA**

- 1 Apologies for Absence**
- 2 Declarations of Members' Interests**
- 3 Portsmouth and the Visitor Economy - update on activity and refreshed Visitor Marketing Strategy (Pages 3 - 32)**

The purpose of the report is

- To update on marketing activity undertaken by the Visitor Services team in 2016 to promote Portsmouth
- To present a refreshed visitor marketing strategy for 2017-20 that aligns with the Culture and City Business Development Plan 2016-19
- To outline the recommended marketing activity for 2017/18

**RECOMMENDED that the Leader of the Council with responsibilities for PRED**

- (1) Notes the achievements in marketing Portsmouth over the last 12 months**
- (2) Agrees the new visitor marketing strategy 2017-2020 as shown in Appendix 1**
- (3) Agrees the planned marketing communications plan for 2017/18 as shown in Appendix 2**

#### **4 Statement of Community Involvement (Pages 33 - 54)**

The purpose of the report is to seek approval for a four week consultation to take place on the Statement of Community Involvement. The outcome of the consultation will be reported back to PRED with recommendations on further amendments. The final document will then be published on the council website to set out the consultation arrangements for the review of the Portsmouth Local Plan.

**RECOMMENDED that the Leader with responsibilities for PRED approves the Statement of Community Involvement for public consultation.**

Members of the public are now permitted to use both audio visual recording devices and social media during this meeting, on the understanding that it neither disrupts the meeting or records those stating explicitly that they do not wish to be recorded. Guidance on the use of devices at meetings open to the public is available on the Council's website and posters on the wall of the meeting's venue.



<b>Title of meeting:</b>	Planning, Regeneration and Economic Development (PRED) Decision Meeting.
<b>Date of meeting:</b>	1 February, 2017
<b>Subject:</b>	Portsmouth and the Visitor Economy - update on activity and refreshed Visitor Marketing Strategy
<b>Report by:</b>	Director of Culture and City Development
<b>Wards affected:</b>	All
<b>Key decision:</b>	No
<b>Full Council decision:</b>	No

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## 1 Purpose of report

- 1.1 To update on marketing activity undertaken by the Visitor Services team in 2016 to promote Portsmouth.
- 1.2 To present a refreshed visitor marketing strategy for 2017-20 that aligns with the Culture and City Business Development Plan 2016-19.
- 1.3 To outline the recommended marketing activity for 2017/18.

## 2 Recommendations

**That the Leader of the Council with responsibilities for PRED is recommended**

- 2.1 To note the achievements in marketing Portsmouth over the last 12 months**
- 2.2 To agree the new visitor marketing strategy 2017-2020 as shown in Appendix 1.**
- 2.3 To agree the planned marketing communications plan for 2017/18 as shown in Appendix 2.**

## 3 Background - Portsmouth and the Visitor Economy

- 3.1 Tourism is crucial to Portsmouth's economy. The latest economic impact report showed Portsmouth welcomed around 9.3 million visitors in 2014 (8,590,000 day visitors and 726,000 staying visitors), contributing £601,561,000 to the local

economy. The latest employment figures show 12,500 jobs are now supported by Tourism (10,713 in 2010) this represents 12.8% of all jobs in the city.<sup>1</sup>

- 3.2 There have been major improvements to the city's tourism offer in recent years including in 2016 the re-opening of the Mary Rose Museum in the Historic Dockyard, and the opening of the new Hotwalls Studios in Old Portsmouth.
- 3.3 The Louis Vuitton America's Cup World Series racing events in both 2015 and 2016 attracted good numbers to the city and, more importantly, gave Portsmouth great promotion on a global stage with fantastic press and media coverage.
- 3.4 The Victorious Festival and Mutiny Festival both continue to attract excellent visitor numbers, increasing in popularity year on year. Both events also showcase the new emerging diversity in the city's cultural offer.
- 3.5 Key drivers for growth include the Land Rover Ben Ainslie Racing team who established their home base in Portsmouth and have held two America's Cup series races here in 2015 and 2016. The global exposure from these has raised the city's profile as an exciting visitor destination and a venue for world class events.
- 3.6 In addition to this, the largest ship ever built for the Royal Navy, HMS Queen Elizabeth, will arrive in Portsmouth in 2017, swelling visitor numbers and providing more widespread exposure for the city.
- 3.7 This report outlines the key marketing campaigns and activity that have taken place in 2016, introduces a refreshed marketing strategy for 2017-20 and provides an overview of our marketing plans for 2017.
- 3.8 The Visitor Marketing Strategy sets out the strategic direction of tourism marketing for the next four years. It aligns with the new events strategy and the service priorities in the Culture and City Development Business Plan 2016-19 to drive brand awareness of the city, visitor growth and income.
- 3.9 The local visitor economy is at the heart of the city's vision for the future set out in the Culture and City Development Business Plan 2016-19 to become 'a great waterfront city; a place where people want to live, work, visit and study and where business and new enterprise choose to locate and invest'.
- 3.10 The strategy has been informed through the Government's Tourism Action Plan, the latest research and insights from Visit Britain and Visit England, and through consultation and information sharing with Tourism South East and the local Destination Marketing Partnership organisation.
- 3.11 It takes into consideration the evolution of tourism in England over the last five years, including, most recently, the market post-Brexit; changes in technology and shifting consumer attitudes, and it clearly defines how best to market the city in order achieve the visitor growth targets set out in the Plan.

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<sup>1</sup>Economic Impact of Tourism, Portsmouth 2014, Tourism South East

- 3.12 It looks to capitalise on opportunities identified by Visit Britain and Visit England, such as the growing inbound tourism market from China and other international markets. It addresses how digital technology, particularly mobile, influences the way in which consumers' research and book their holidays, and how to successfully market Portsmouth as a destination that meets consumer demands for simplicity and authenticity.
- 3.13 National, regional and local partnerships remain a key element of the strategy; the Destination Marketing Partnership (DMP) will be instrumental in the delivery of the marketing plan as will partnership working with regional bodies, national and international bodies such as Visit England and Visit Britain, providing routes to market through trade exhibitions and overseas events.
- 3.14 The strategy is supported by a marketing communications plan for 2017-18 which identifies key marketing themes for the year by target audience; major events, public relations activities, and trade shows and exhibitions that showcase Portsmouth to both domestic and international markets.

#### **4 Overview of Marketing Activity Undertaken in 2016**

- 4.1 Marketing collateral was produced in the form of 60,000 Portsmouth Visitor Guides and 168,000 Mini Guides, produced in six languages. These publications have been distributed extensively throughout the UK and overseas.
- 4.2 The Visit Portsmouth website is the principle marketing tool for the destination and has been visited over 912,000 times in 2016, 30,000 more visits than the previous year.
- 4.3 Facebook activity has continued to grow; with hundreds of new 'page likes' coming from the London and West Midlands region (both target markets). The Facebook page has over 30,000 'page likes' with an annual reach of around 4.7 million people.
- 4.4 On Twitter our audience has grown from around 8,300 to just over 10,400 followers in the last year. During the summertime our tweets were reaching a monthly audience of 71,000. We have picked up 5 new followers every day in the last year.
- 4.5 Visit Portsmouth also has both iPhone and Android apps which have been downloaded more than 10,000 times.
- 4.6 E-newsletters have been sent out to more than 20,000 subscribers; this year we promoted the February and Spring half-terms, English Tourism Week, summer holidays and heritage events. The latest one sent out at the beginning of December showcased the Christmas and New Year events and attractions across the city.
- 4.7 Press and public relations continues to be a key marketing tool. Our service level agreement with Tourism South East includes, along with a range of marketing support, a PR service for the destination. This includes pitching stories and responding to media enquiries for travel, short-breaks and holidays.

- 4.8 Year to date TSE has organised 9 journalist/blogger familiarisation trips and secured widespread coverage online, in a number of specialist magazines, national and international media including a press visit from Germany including 5 journalists, a visit from Sweden and articles in Skyscanner, Yahoo Style, Group Travel World, Daily Express, Daily Mirror and the Sun.
- 4.9 The team also has direct contact with journalists and assist with press visits. For example a meeting with Rick Steve's Europe at the World Travel Market led to a hosted visit by this major US travel journalist in August 2016. Along with great coverage on the Rick Steve's website, this led to two features in the US press and one in the Canadian press.
- 4.10 In July a London-centric main season campaign was run to drive awareness of the city and illustrate the diversity of its attractions. Live over a four week period in June and July, the campaign consisted of 110 x 12 sheet posters across the London Underground, including coverage in all major interchange stations and was viewed over 34 million times. The campaign was jointly funded by PCC and major DMP partners: Gunwharf Quays, Portsmouth Historic Dockyard and Spinnaker Tower.
- 4.11 An additional campaign to both support the re-opening of the Mary Rose and support the destination campaign ran for 6 weeks from the 4<sup>th</sup> July and consisted of 18 x 48 sheet, cross-track posters, viewed over 16 million times.
- 4.12 Throughout the year the Visitor Information Service staff have provided valuable assistance to visitors, enriching the customer experience with their knowledge; many tourists have also taken advantage of the bookable Portsmouth Greeters and tourist guides to enhance their visit.
- 4.13 Work has also continued with key partners the International Port, Brittany Ferries and Caen Council to increase visitors from France. A campaign was also run with the regional newspaper Ouest France in November, encouraging Christmas shoppers from across the channel to visit Portsmouth.
- 4.14 Group market - work has continued to market Portsmouth to the Travel Trade, working with partners through the DMP to attend trade fairs, arrange familiarisation trips, work with agents and promote joint offers for groups visiting the city.
- 4.15 Business Tourism - we have forged a relationship with the Hampshire Conference Bureau to promote hotels and conference venues in the city, and to organise familiarisation trips for conference and event organisers. A successful familiarisation trip took place in October with 16 organisers in attendance.
- 4.16 Further promotion to the European market has taken place through joining TSE's Near Europe and Scandinavia campaigns and attendance at the successful Vakantiebeurs consumer show in Holland.
- 4.17 With DMP partners Portsmouth is also part of TSE's Go China and Destination US campaigns which both include promotion of the city to these long-haul markets -

online, through regular e-newsletters and newspaper articles and by representation at exhibitions and events.

4.18 The team have also represented Portsmouth at major national and international marketing events such as Britain and Ireland Marketplace and Explore GB. For the second successive year Portsmouth had a standalone presence at the World Travel Market event in London, with partners Portsmouth Historic Dockyard and Spinnaker Tower.

## **5 Reasons for recommendations**

5.1 To highlight the importance of tourism to the local economy and the work carried out by the Visitor Services Team in conjunction with local, national and international partners.

5.2 To set a clear strategy for the next four years to ensure activity maximises the economic benefits of tourism to the city.

## **6 Equality impact assessment (EIA)**

6.1 An EIA is not required for this report. This is a refresh of an existing strategy looking to increase visitors and spend. The report does not have any impact on local groups or services

## **7 Legal comments**

7.1 There are no legal implications arising directly from the recommendations in this report.

## **8 Director of Finance comments**

8.1 The recommendations contained in this report will be implemented from existing budget resources.

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Signed by:  
**Stephen Baily**  
**Director of Culture and City Development**

### **Appendices:**

1. Portsmouth City Council Visitor Marketing Strategy 2017-20
2. Marketing Communications Plan 2017-18

**Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

<b>Title of document</b>	<b>Location</b>
The Economic Impact of Tourism Portsmouth 2014, Tourism South East	Document available on request.

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by ..... on .....

.....  
Signed by:

**Leader with responsibilities for Planning, Regeneration and Economic Development.**



## PORTSMOUTH CITY COUNCIL VISITOR MARKETING STRATEGY 2017 – 2020

### Introduction

#### What's in this document and why we've produced it

This document defines the visitor marketing strategy for the period February 2017 to January 2020. It supports Portsmouth City Council's aspiration to identify Portsmouth as the 'great waterfront city'; a vibrant modern city with a strong positive national and international reputation – a place where people want to live work, visit and study and where business and new enterprise choose to locate and invest.<sup>1</sup> It specifically drives the visitor element of this vision and builds on the great work that has been done through the previous marketing strategy developed in 2013.<sup>2</sup>

The strategy takes into consideration the wider strategic context for tourism in England, market trends and Portsmouth's culture-led regeneration strategy. It also considers advances in technology and the way in which consumer behaviour is changing in light of these changes. We have reviewed current marketing activity, spoken to key partners in the city's visitor economy and considered the best approach to take to deliver the marketing strategy within the current constraints of budget and personnel resources.

It looks to grow the visitor economy by identifying key target markets that best match Portsmouth's unique product offering, of maritime heritage and a vibrant seafront, and will provide the best economic return on investment. It considers the channels available to reach these audiences, when and how we will work with partners, the role internal communications can play, and how to monitor and evaluate what we do to ensure we achieve our long-term marketing objectives. In order to deliver the strategy we will develop a fully integrated, measurable marketing and communications plan that leverages the growth of digital and social media, is dynamic and can quickly adapt to market changes.

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<sup>1</sup> Culture and City Development Business Plan 2016-19

<sup>2</sup> Visitor Marketing Strategy for Portsmouth - report for Portsmouth City Council, Blue Sail 2013

## Strategic Context

### The National Picture

£85 billion was spent on tourism in England in 2015; £46bn of which was spent on day trips, £20bn on domestic overnight trips and £22.1bn on inbound trips. That equates to 1.3bn day trips, 102.7m domestic overnight trips and 36.1m inbound trips. Tourism in England contributes £16.bn to the British economy when direct and indirect impacts are taken into account and supports 2.6m jobs.

International Tourism plays an increasingly important part in England's tourism economy; in August 2016 the Government launched a Tourism Action Plan to encourage more international visitors and rebalance the sector, boosting jobs and growth right across the country (currently 50% of international spend remains within the capital). The report sets out how the Government is working to do this through action on:

1. The tourism landscape: strengthening co-ordination and collaboration
2. Skills: boosting apprenticeships and attracting more people to careers in tourism
3. Common sense regulation: examining the scope for deregulation
4. Transport: making it easier for visitors to explore by rail, bus and coach
5. A GREAT Welcome: driving continuous improvements in our visa service

Visit England reported a record growth for tourism in its 2015-2016 annual review, with both an increase in number of visits and spend. Latest figures for July 2016 suggest an upward trend will continue for the rest of the year as post-Brexit the pound continues to weaken against the dollar and the euro, encouraging more international visits and a rise in domestic staycations.

### Regional Picture

Tourism in the South East in 2015 was worth £12 billion to the local economy, supporting 400,000 jobs; bigger than the tourism economy of Scotland and Wales put together and second only in the country to London.

This comprised of 216 million day visitors who spent £6.62bn; 5.4 million international visitors who spent a total of £2.24bn and 16.8 million domestic overnight trips<sup>3</sup> where £2.57bn was spent.

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<sup>3</sup> (A trip is counted as one, irrespective of the number of people in a family who travel together).

## Emerging Trends

### National and Regional

The volume and value of tourism comprises of three main sources of data, which are:

- Domestic overnight stays
- International Stays
- Domestic day visits

Regular surveys by VisitBritain/VisitEngland track tourists and their behaviour which enables destinations to understand who their visitors are, what they want, which are the emerging international markets and therefore how to forward plan to capitalise on developing trends.

In 2016, the top trends for domestic overnight trips were:

- Fewer main (4+nights) holidays in 2016
- Consideration of safety when planning a holiday (terrorism)
- An increase in UK short breaks
- Significant growth in the higher socio-economic groups (AB1's)
- 18-34 year olds and families are the most engaged with marketing

From an international perspective, year to date, there have been record levels of tourists, particularly from the Northern European countries (France, Germany, Netherlands and Belgium) in the South East of England.

There has also been uplift in day visits in 2016, but it is too early to tell what the reasons are for this; it could simply be the good weather the country has experienced this year, so some caution needs to apply when forecasting future visitor numbers.

### Digital

The UK is increasingly becoming a digital society with 82% of adults using the Internet daily or 'almost daily' in 2016; 70% of adults are using a mobile phone or smartphone to access information online, and 33% of internet users view their smartphone as the most important device for getting online.<sup>4</sup> The growth of digital platforms and use of social media means that consumers have an increasing amount of choice as to how

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<sup>4</sup> Ofcom – Internet access households and Individuals 2016 statistical report

and when they access information. It is no longer acceptable for organisations to drive consumers to an 'official' channel; instead they need to respond by delivering communications across a variety of channels in variable formats that best suit the demands of their target audiences.

## Demographics

Changes in the composition of society will have a profound effect on the future of domestic leisure tourism. Socio-demographic trends cover a broad range of drivers from changes in the age distribution of society to developments in the nature and make-up of families. Understanding how demographic trends will develop – and how they interact with other trends – is crucial in widening our understanding of the future tourism market in England<sup>5</sup>.

For instance, there is an ageing population in the UK. By the year 2020 more than 50% of the UK will be over 50. This age group controls 89% of the country's disposable wealth so it is likely that collectively they will become an increasingly important target market for tourism<sup>6</sup>. Studies by the National Coastal Tourism Academy<sup>7</sup> has already identified this segment of the population as providing greatest opportunity for growth in off-peak seasons.

Consideration should also be given in future to marketing to the growing BME and immigrant population tourists, including the VFR market; celebrations and cultural holidays are good drivers for this sector and many have a high disposal income: 50% of new millionaires in the UK are Asian.<sup>8</sup>

There has also been a marked shift in consumer attitudes. Visit England reports that consumers increasingly desire curated, bespoke activities in their leisure time; but with greater choice and more access to information than before, consumers also desire simplicity.<sup>9</sup> Consideration therefore needs to be given to the way in which products are marketed, as well as to who, and how they are marketed.

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5 [Visitengland.com/demographics](http://visitengland.com/demographics)

6 High50 (Jun14)

7 *NCTA Tourism 2016 based on GBTS data 2008-15*

8 [Visitengland.com/demographics](http://visitengland.com/demographics)

9 [Visitenglandtrends.com](http://visitenglandtrends.com)

## The City

### Portsmouth's contribution to the Visitor Economy

In 2014 Tourism South East carried out a study of the economic impact of tourism in Portsmouth<sup>10</sup> and estimated the following statistics:

Overall figures (day visits plus staying visits)	9,316,000
Staying visitors:	726,000
Domestic staying visitors	617,000
Overseas staying visitors	109,000
Day trips	8,590,000
Spend for day trips	£309,154,000
Total expenditure (all trips)	£463,489,000
Direct and indirect expenditure:	£601,561,000
Jobs supported	12,574

This demonstrated a growth since 2008 of 16% in total visits, 24% in jobs supported and 28% in overall expenditure. The visitor economy in England is growing at a rate not seen since before the recession in 2007, and so there is now every opportunity for Portsmouth to capitalise on this and market itself as a great destination to visit.

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<sup>10</sup> *The Economic Impact of Tourism Portsmouth 2014, Tourism South East.*

## Targeting Visitor Growth

The City and Culture Business Development Plan 2016-19 has identified two Key Performance Indicators and future targets for Visitor Services which are set against the baseline figures from the table above.

1. Increase overall visitor numbers by 5% (target 9.7 million visitors) by 2019<sup>11</sup>
2. Increasing the number of overnight stays by 8% by 2019<sup>12</sup>

To achieve these KPI's it is fundamental to have a clear vision of what Portsmouth could look like in the near future.

### Our Vision:

Portsmouth is a city aspiring to great things. It has a culture-led regeneration strategy<sup>13</sup> that encourages economic growth, innovation and enterprise and enhances the competitiveness of the city. The strategy sets out a vision for Portsmouth to be a great waterfront city, unique in its cultural identity, generating opportunities for economic prosperity and improving quality of life, developing an attractive sustainable destination for residents, visitors and investors.<sup>14</sup>

One of the strategy's primary objectives is for Portsmouth to become a city with a distinctive culture, established as a national and international destination.<sup>15</sup> Within this objective there are five service priorities which form the foundations of the marketing strategy.

### Service Priorities

- Support and grow the visitor economy
- Develop Portsmouth to become a European city break destination with world class attractions
- Improve the quality of the visitor experience
- Marketing and promotion of the city as a destination promoting its distinctive strengths and specialisms
- Develop the Portsmouth 'great waterfront city' brand to facilitate a unified and strong marketing message as a national, European and global destination, improving the perception of the city.

<sup>11</sup> Culture and City Business Development Plan 2016-19 key performance measures

<sup>12</sup> Culture and City Business Development Plan 2016-19 key performance measures

<sup>13</sup> Portsmouth's Regeneration Strategy, Shaping the Future of Portsmouth

<sup>14</sup> Cultural and City Development Plan 2016-19

<sup>15</sup> Business Plan on a Page 2016-19, objective 4.



In order to grow the visitor economy thought needs to be given as to how Portsmouth compares to its competitors. Not all that Portsmouth has to offer is unique in itself (e.g. Brighton and Blackpool both have landmark towers) but as a whole it has a unique product portfolio not found in any other city in England. There are still gaps in the product offering and there will always be external factors that will influence the visitor economy, but as new opportunities present themselves so these should be incorporated into our marketing messages. The SWOT analysis table below describes these in more detail; from this it is possible to distil the core product offerings that will distinguish Portsmouth from other cities looking to gain market share in the same sectors.

## SWOT Analysis

STRENGTHS	WEAKNESSES
<p>Strong Brand – Great Waterfront City            Collaborative partnership working with the Destination Marketing Partnership            Unique offering of maritime heritage combined with a vibrant seafront and a designer shopping outlet            Landmark tower            Wide range of cultural assets            Good transport links into the city including international and cruise port            University most affordable for students in the country (VFR)            Council recognises the importance of the visitor economy and is proactively supportive</p>	<p>Lack of 4/5* Hotels            Negative perception of Portsmouth outside the city            Lack of conference and event facilities            Only a small area of the city is attractive to visitors            Lack of attractions on seafront            Lack of co-ordination/co-operation between some visitor businesses            Lack of consideration by international visitors whose awareness only stretches as far as London (national issue)</p>
OPPORTUNITIES	THREATS
<p>Portsmouth City Deal            New hotels including Urban Village and Hilton            QE aircraft carriers arrive 2017 and 2020            Funding opportunities with Visit England            Events calendar is expanding and new strategy            Tour de France            America's Cup and other sailing events            Growing cultural offer            Sherlock/Conan Doyle development            D-Day Story and expanding seafront development            International visitors – global and European markets</p>	<p>Downturn in UK economy after Brexit, increase in inflation.            Dockyard – terrorist target (2017 on, after delivery of aircraft carrier)            Reduction in marketing budgets which are already squeezed.            Domestic competition from other cities (e.g. in the China market, which many cities are chasing).            Global uncertainty after the US election results            Competition from other seaside cities</p>



## Core Product Offers

- An unrivalled maritime heritage
- A vibrant waterfront with an ever-changing sea view
- Waterfront shopping and a diverse choice of restaurants overlooking the harbour and seafront
- A landmark tower that has magnificent views of Portsmouth Harbour, the Solent and the city
- A growing programme of high-quality events of national and international importance
- A wealth of cultural attractions and connections just waiting to be explored
- Vibrant evening economy including an eclectic range of eateries and accommodation

## Attract Brands

- Gunwharf Quays
- Emirates Spinnaker Tower
- Portsmouth Historic Dockyard
- Southsea Seafront

## Strategic Marketing Approach and Objectives

### Partnership Working

Marketing the destination of Portsmouth is carried out through funded activity by Portsmouth City Council, working closely with the local Destination Marketing Partnership and also with other local regional and national partners including Hampshire County Council, Tourism South East, Visit England and Visit Britain.

Partnership working is essential between public and private sector organisations to promote Portsmouth as an attractive destination, as it strengthens the product portfolio, increases the reach of marketing budgets and maximises tourism benefits for the whole city.

The marketing strategy aims to deliver benefits for all partnerships and stakeholders with an interest in Portsmouth as a visitor destination and has been developed to enable close collaboration on future marketing initiatives, as outlined in this document. We will continue to work closely with the Destination Marketing Partnership (DMP) and major partners such as Portsmouth Historic Dockyard, Gunwharf Quays and Emirates Spinnaker Tower; encourage closer collaboration between everybody with a vested interest in tourism, including retailers, hoteliers, cultural attractions, event organisers, venues and transport providers including the International Port, and at a regional and national level, with Tourism

South East and Visit England. For the specialists markets, such as the cruise market and the business and conference market we will partner with other DMP organisations to attend trade events to maximise exposure to these markets.

Within Portsmouth City Council, Visitor Services are responsible for delivering tourism marketing and have set strategic marketing objectives in order to achieve the KPI's and service priorities laid out in the Culture and City Business Plan 2016-19

## **Marketing Strategy Objectives**

### **Increase brand awareness of the city across domestic and international markets**

1. To promote the city to all potential domestic and international visitors as a must-see destination.
2. To drive a change in perception of consumers who have a negative and out-dated view of the city.

Having a strong brand and high brand awareness is crucial to any organisation; a brand is about having 'me' appeal. It sums up your attributes and allows prospects and customers to engage with you emotionally; to understand what you have to offer and to want to be a part of it. The stronger the brand, the stronger the engagement from prospects, in turn converting them into customers, engendering their loyalty and encouraging spend. Think Apple, think Nike.

### **Improve market intelligence to understand our customers' needs better**

1. We will take an evidence-based approach to marketing by studying national and regional trends to identify where and how best to grow market share year on year.
2. Invest in market research and data analysis to better understand our target markets, identify gaps in our product offers and potential new opportunities as investment in the city continues.
3. Develop our Customer Relationship Management (CRM) offering through use of digital engagement in order to increase customer retention and drive return visits.

This will enable us to build a stronger picture of the market, our competitors; create a deeper understanding of our target markets, their needs and triggers to respond, strengthen existing customer loyalty and attract new ones. The gathering and analysis of data needs to be ongoing to be meaningful and insightful, using internal and external data, and monitoring of social media.

## Develop a digital marketing strategy to meet consumer demands

1. Future-proof our marketing activity by investing in a clearly defined digital marketing strategy that is based on emerging technologies and platforms.
2. Increase online marketing spend in favour of offline to meet both market requirements and the changing behavioural requirements of consumers.

Whilst traditional marketing methods such as PR and print advertising still have a valid place in delivering the marketing activity plan, with continuing budgetary constraints, the strategy seeks to capitalise on the rise of digital and social media and engage with consumers in a timely, relevant and targeted manner, which will provide more measurable results and future-proof our marketing activity.

We will also look to Portsmouth University to leverage opportunities with students, particularly in the field of emerging technologies, such as virtual and ambient reality, as digital marketing will take an increasingly important role in the delivery of our marketing over the next four years

## Strengthen partnership working to increase share of voice

1. Define a yearly joint marketing plan with key activities mapped out to avoid duplication of effort and budget.
2. Identify mutually beneficial opportunities where joint marketing activities will deliver bigger returns than individual standalone activities.

This objective focuses on regional and local partnerships; there are also opportunities at a national level to influence the marketing of Portsmouth through collaboration with Visit Britain and Visit England.

## Develop effective integrated marketing programmes to support visitor growth targets

1. Take a thematic approach to marketing programmes which reflect the trends identified by Visit England.
2. Provide a consistent view of the city across all platforms increasing both brand awareness and consumer engagement.
3. Include greater measurement and analysis of return of investment to shape future campaigns.

With substantial targets to meet, there is a need to produce well-thought out programmes that are engaging and prompt a positive response.

Knowing who customers and potential customers are is essential if we are to grow the tourist economy. From previous work carried out by PCC Visitor Services, data profiles shared by our DMP partners and analysis of trends identified by Visit Britain/Visit England we can identify the target markets that are most likely to visit Portsmouth and concentrate on developing targeted campaigns that resonate with each audience, and placing Portsmouth firmly on their list of places to consider visiting.

## Target Markets

This strategy considers visitors in their widest context, as defined by Visit Britain/Visit England, which can be divided into two main market groupings:

1. Domestic Visitors: i.e.
  - a. Day visitors
  - b. Staying visitors (overnight or short break)
  - c. Visiting friends and relatives
  - d. Business and conference market
  - e. Group travel market
  
2. International Visitors i.e.
  - a. BRIC<sup>16</sup> market
  - b. European market
  - c. North America
  - d. Cruise market
  - e. Business and conference market
  - f. Group travel market

From these groupings we can then categorise them further into primary and secondary markets. By focusing efforts on the primary target markets we will see a better return on investment through increased visitor numbers and spend. That is not to say we shouldn't consider marketing to the wider audience if an occasion demands, but we must prioritise in order to maximise the best use of our limited resources.

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<sup>16</sup> Brazil, Russia, India China

## Primary Target Markets

### Two Hours from Portsmouth - Day Visitors including Domestic Group visits

Recent research and economic impact studies carried out by Portsmouth City Council and a number of local partners in 2015/16 clearly show that the majority of day visitors come from within a two hour drive time of the city. The majority of these visitors live in Hampshire and along the A3 corridor up as far as south-west London. Within this geographical location, and with the data we hold, we can segment our target markets more precisely, identifying them using Mosaic profiling as follows:

- Empty Nesters (50+)
- Aspiring Homemakers (31-35 single or couples with young families)
- Domestic Success (AB1s, single or couples with older families)

### Overnight/Short-Break Market – Staying Visitors

If we overlay the visitor profiles for the day visitor market against similar profiles for the rest of the UK we can identify a cohort of people who could also find Portsmouth an attractive city to visit but because of the distance they live, would be ideal to target for an overnight visit or a short break. Likely markets are the densely populated West Midlands and the Northern Home Counties, which have a high disposable income.

### International - Europe, US, China

The number of visitors to Portsmouth from Northern Europe has been gaining momentum over the last year, especially in recent months as the euro strengthens against the pound. With Visit Britain and Expedia launching a three-year multi-million pound investment programme to promote Britain to France and Germany and the United States it makes sense for us ride on the back of this programme and leverage opportunities to market to these, and other Northern European countries.

The China outbound market is still growing; 46% by volume last year, with an 18% increase in spend, and the potential to grow further (by up to 30%) by 2020. Whilst China presents opportunities, there is strong competition for their trade from other, better located destinations, but as it is growing at such a rapid rate it is still an important market to penetrate.

Also, the cruise market which is growing in size in both Portsmouth and Southampton and provides opportunities to work with the International Ports, cruise forums and tour operators in encouraging passengers to spend the day in the city rather than venturing further afield. Similarly we will work with Southampton Airport and specific airlines such as BMI, KLM and FlyBe to attract domestic and European travellers to visit Portsmouth.

## Secondary Markets

### Visiting Friends and Relatives (VFR)

Visiting friends and relatives is a strong sector for Portsmouth, particularly as Portsmouth University grows in size and status; it falls both in the day visitor and overnight target market group, but requires separate consideration because of the drivers to visit the city. However VFR does not increase visitor spend as much as other target markets, hence it falls into the secondary markets category. We would look to push our marketing through residents and the student community and out to friends and family.

### Business and Conference Market

The UK and Conference Meeting survey 2016<sup>17</sup> highlighted that whilst revenues were down in 2015, the number of actual events rose. Each event tended to be made up of fewer delegates and 67% of them lasted for a day or less. Previously Portsmouth has not had the venues with a large enough capacity, or the accommodation standard necessary to attract many business events, but as this sector changes, this provides an opportunity for us to target it more effectively.

### International Markets - rest of world

The UK is also proving to be an increasingly popular destination for Brazil, Russia and India, and these countries as well as Canada and Australia, plus some of the Middle Eastern states are an important secondary market for us. These will continue to be targeted through the international events we attend with our DMP partners, and as they grow in size, so we will develop deeper relationships with the media and tour operators from these countries.

## Key Priorities

1. Increase visitor numbers, and overnight stays to increase tourism revenue overall and broaden visitor spend across multiple attractions and venues, through targeted campaigns to specific audience groups as outlined in 'key target markets'.
2. To dispel the negative perceptions that otherwise potential visitors have of Portsmouth through behavioural change campaigns and activities and remove barriers for visiting the city.
3. To cultivate the younger visitor community and develop and engage with new audiences, through increased use of digital and social media, and emerging technologies, creating a greener footprint for Portsmouth City Council.

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<sup>17</sup> [www.businessvisitsandeventspartnership.com](http://www.businessvisitsandeventspartnership.com)

4. To proactively promote the city to the media, online travel websites and apps; seek out and share (positive) user generated content, in order to maximise cost-neutral marketing opportunities.
5. To further develop partnership working with local, regional and national tourism organisations, leveraging their resources and channels to optimise our marketing reach.
6. To develop marketing programmes which deliver a coherent and packaged view of Portsmouth, and encourage cross-promotions to enhance visitor experience and encourage return visits.
7. To commission bi-annual qualitative and quantitative research to track visitor perceptions and any changes in visitor profiles so that marketing activities can be adapted accordingly.
8. To improve Customer Relationship Management (CRM) techniques in order to better understand customers' habits and preferences to develop more targeted personalised communications and build customer loyalty.

## Key Messages

The overarching message is 'Portsmouth - the great waterfront City', supported by a number of other key messages that highlight the breadth and diversity of what Portsmouth has to offer to its wide range of audiences. The key messages support one or more of the core product offers of Portsmouth reinforcing all that is good with the city and reasons to visit. In time this will also build brand recognition and brand equity, so that Portsmouth becomes synonymous with the words: 'great waterfront city'.

1. Stay longer, discover more
2. A modern city with tales to tell
3. Over 800 years of maritime heritage
4. Fabulous shopping, dining and culture on the water's edge
5. Ever-changing sea views
6. An emerging vibrant culture

As the landscape of Portsmouth changes, additional accommodation is built, the events strategy is developed and the cultural offering is re-enforced (particularly with the re-opening of the D-Day Museum in 2018) so the marketing messages will evolve to reflect these, creating an even stronger, richer offer that makes Portsmouth stand out from its competitors in an increasingly competitive marketplace.

## Communication Channels

We will use an integrated marketing approach when delivering the marketing activity plan, using both above and below the line channels and pull and push marketing to reach our target markets in the most cost-effective and efficient manner. We will use partners' communication channels to increase reach and strengthen the offer, but specifically for any marketing activity led by PCC we will use the following channels:

### 1. Digital

#### a. Website

Visitportsmouth.co.uk currently attracts in excess of 917,000 visitors per year, viewing more than 2.2million pages. This is effectively the showcase for visitors to Portsmouth giving them all the information they are looking for about the city, its attractions, places to stay, where to eat, events etc. Visually stimulating and easy to navigate visitportsmouth.co.uk is a key communication channel for all marketing activity, and as the digital world continues to grow in importance so the website needs to evolve.

The primary ambition for the website is to break the 1 million visitor mark, which would make the site a more attractive proposition to both promoters and advertisers and help towards making it cost-neutral.

#### Social Media

The official social media channels for Portsmouth City Council are @VisitPortsmouth on Twitter and @Portsmouththewaterfrontcity on Facebook. In addition to these there are other accounts for individual places in the city such as the D-Day Museum and Southsea Castle designed to increase their visitor numbers through online brand awareness and customer engagement. With our Facebook page already verified (as an authentic account) and Twitter well on the way with nearly 10,000 followers, we are in a strong position to reach a far wider audience and drive them back to the Visitportsmouth.co.uk where they can explore what is on offer in more detail.

#### b. Mobile

The Visitportsmouth website is fully responsive, accessible on all devices. Visit Portsmouth also has iPhone and Android apps that pull listings through from the website'.

#### c. Customer Relationship Management (CRM)



Currently engaging with over 20,000 consumers online, through the visitor information centre and offline guides, we are taking a holistic approach in building customer loyalty and encouraging retention as well as attracting new visitors. By putting the customer at the heart of what we do and helping them to make the decisions through clear, consistent communications we will create the best experience we can for them prior, during and after they visit Portsmouth.

## **2. Press and Public Relations**

There is an old saying: "Advertising is what you pay for, publicity is what you pray for". Using the press and PR as a marketing tool is a cost-effective method of keeping Portsmouth in the public eye; the medium is also seen as more credible than advertising as it appears as editorial and builds trust rather than exposure. However it needs to be understood that there is no guarantee of placement so content needs to be rich, engaging and persuasive. Currently our PR is handled by Tourism South East, with content provided by ourselves. We will review our PR in 2017 and define specific targets to achieve an increase in the volume and reach of coverage over the next three years.

- i. Review press coverage and ave (advertising value equivalent)
- ii. Plan content-rich stories targeting various types of audiences that can be used for seasonal campaigns and have a strong hook.
- iii. Consider use of a PR agency to develop one major campaign a year that is quirky, relevant and will achieve publicity across the national press.
- iv. Put in place specific targets e.g.10% increase in media coverage; amount of coverage in national press titles and trade press.
- v. Host 10 journalist/blogger/vlogger familiarisation visits a year.

## **3. Print**

Print is still an important communication tool for attracting visitors to Portsmouth. We will continue to produce the Visitor Guides, in both A4 and DL format. The smaller guides are currently translated into 5 languages (French, Spanish, German, Dutch and Chinese) and we will consider whether other languages are needed as the Northern European visitor market grows. The distribution will continue as before through lead generation campaigns, a brochure distribution service and Visitor Information Services, but with an annual review, as it is acknowledged that the trend is rapidly moving towards the use only of digital media, especially amongst our younger target audiences.

#### 4. Advertising

We will engage with our major DMP partners (Gunwharf, Portsmouth Dockyard, Emirates Spinnaker Tower and Victorious) to develop future medium or heavyweight campaigns making best use of marketing budgets thereby extending reach and impact.

- a. Develop campaigns with DMP partners that build on the successful 2016 summer campaign (only 90 minutes from London). Total number of views for the underground and cross track poster campaign was 49 million; Target to exceed this by +10% year on year to support our objective of growth in visitor numbers and spend over the next 3 years.
- b. Develop a series of print adverts for trade and partner magazines promoting group, business and conference travel to support growth in these markets.

Offline advertising campaigns will be developed with accompanying creative for online use reinforcing imagery, messaging and any calls to action.

#### 5. Events Programme

Whilst Portsmouth has held a wide variety of events for many years, the 2015 and 2016 America's Cup World Series brought Portsmouth to the attention of visitors and the media from all over the globe, building a positive image of the city at a national and international level as a tourist destination. This has provided the catalyst to develop a formal events strategy that will boost both the visitor economy and the economy of the city as a whole.<sup>18</sup>

- a) We will work closely with the events team to co-ordinate any marketing activity that is live prior or during a major event, to ensure that messages are aligned, is visually complementary and fulfils the objectives of both parties without diminishing the effects of either.
- b) For events that are led, or run by our DMP partners, we will support these through links on Visit Portsmouth, in publications, and through social media.

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<sup>18</sup> Portsmouth City Council Events Strategy

## 6. Marketing Events and Exhibitions

Trade events will remain the preferred marketing channel to promote Portsmouth to the domestic, international and group travel market. We will continue to work with local, regional and national partners such as TSE and DMP supplying content, funding and representation as appropriate.

## 7. Visitor Experience

An enriched visitor experience, from first point of contact through to the actual visit significantly increases visitor satisfaction and spend. Whilst the above channels of communication deal largely with pre-arrival, we need to ensure that once visitors are in town they continue to feel valued, find their way around satisfactorily and can easily locate additional information to do so. As well as the digital channels we will continue to provide a Visitor Information Service (including an additional offer in the new Hard travel hub), and bookable Portsmouth greeters and tourist guides.

## 8. Partner Channels

Partnership working is a core part of the marketing strategy, and for some of our target groups it will be our main route to market.

- a. Group visits and the travel trade. We will continue to work with DMP partners that lead on this activity attending group trade shows across England.
- b. International markets. As before we will contribute to regional and national campaigns pushing our marketing through their channels which include, but are not limited to, websites, e-newsletters, trade events and advertorials, and one to one sales missions. We will also continue and develop work with city partners at the International Port.
- c. Business and conference market. Continue to foster relations with Destination Hampshire which provides venue information online and in print and organises familiarisation trips for professional conference organisers.

## Monitoring and Evaluation

With restricted budgets and personnel, it is vital that every piece of marketing activity or campaign must fulfil what it sets out to do. Therefore each piece of work will be developed so that it can be monitored during its conception and delivery, and evaluated post-completion. This will enable smarter working as knowing what works, or what has been less successful will enable future campaigns or activities to be refined, or trigger further work to improve market intelligence.

## Monitoring and evaluation techniques

- Web analytics
- Database contacts
- Visits to attractions
- Year on year event numbers
- Campaign response figures
- Perception tracking (through online questionnaires)
- PR coverage
- Advertising metrics (opportunities to view etc.)

## Communication - positive impact

Internal communication is an integral part of the marketing strategy. It ensures that colleagues, internal stakeholders, council leaders and the wider audience of the DMP are aware of any campaigns or activities, what the key messages are and what the desired outcomes are.

For PCC colleagues, seeing marketing campaigns before they launch can give them a greater sense of belonging, generate a better understanding of what motivating messages are used to promote the city, and help in the promotion of the campaign itself by talking about it with friends and family.

Proactive engagement with internal stakeholders and council leaders is important in order to keep them abreast of marketing activities, see how budgets are being spent and, where there are campaign deliverables, giving them the tools to promote further through their own channels (e.g. council meetings, external stakeholders, etc.)

Dissemination of marketing activities to partners will continue through the DMP monthly meetings; any data analysis or marketing metrics will also be shared to reflect on successes or shape future activity.

## Marketing Activity Plan 2017/18

The marketing activity plan for 2017/18 considers the logistical details of executing the strategy, including budgets, timescales, which audiences are being targeted and who is leading on individual campaigns or activities. As a living document this is subject to adaptation in response to business requirements or external forces such as changing market or economic conditions. See Appendix A.

## MARKETING COMMUNICATIONS PLAN 2017-18

### Introduction

The marketing communications plan for 2017-18 supports the Portsmouth Visitor Marketing Strategy 2017- 20. It outlines the marketing activities that will be undertaken throughout the coming financial year (both offline and online) to help achieve the marketing objectives set out in this strategy. With limited budget and resources, it is essential that any marketing must be targeted, relevant, timely and measurable. For larger campaigns or those targeting specific sectors we will partner with our DMP members to create a greater impact, increase reach and the number of opportunities to engage. We will choose communication channels depending on messaging, the target audience, what action we want them to take and which they best respond to. We will ensure there is consistency in our work, and that our brand values underpin anything we do to drive up brand awareness and promote Portsmouth as an attractive destination to visit.

We will take a thematic approach in 2017, in order to develop distinctive campaigns that build brand awareness and consumer engagement throughout the year and can be adapted to promote particular seasonal occasions, or, for example, to leverage national tourism themes such as Visit England's 'Year of Literary Heroes 2017'.<sup>1</sup> This broader approach allows for complementary experiences to be included within the main campaign theme, and therefore offers a richer, more attractive overall experience to prospective visitors. The three themes for 2017 will be:

- City Breaks
- Coastal Tourism and Wellness
- Cultural Tourism

There are also a number of major events in Portsmouth during 2017 and we will work with the relevant partners to increase awareness and drive footfall to the city for these events. Seasonality plays a big part in the tourism economy so we will plan activity around these times, but also look to develop communications that potentially increase numbers of visitors to Portsmouth outside of these periods.

The marketing communications plan is subject to change due to internal and external factors so will be monitored and, if necessary, refocused, to capitalise on opportunities as they happen.

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<sup>1</sup> Media.visitbritain.com

## Marketing Communications Planner - Major Campaigns

Page 30

Target Market	Campaign Themes	Date	Key Messages	Campaign Objective	Product Offerings	Communication Channels	Success Metrics
Empty Nesters (50+)	Coastal and Wellness	March Sept/Oct	3	Increase visits by this sector in off-shoulder months by promoting short-breaks that highlight wellness benefits of coastal tourism	Boutique Hotels Spas in the city Southsea Seafront Tennis Courts on Eastern Parade Cycle Hire	Digital Social Media Publications	Page visits Reach on social media Brochure distribution and feedback
	Cultural	Sept/Oct	3&4	Encourage short-breaks in off-shoulder season; highlight city attractions and benefits of seeing them in the quieter months.	Museums Theatres Art galleries Guildhall	As above	As above
	Coastal Tourism	Jan 18	1,3,5,	Promote a city break by the sea in the New Year; a chance to blow away the cobwebs and take advantage of the sales.	Seafront Gunwharf Quays Spinnaker Tower Dockyard	Digital Social Media Publications	Page visits Reach on social media Brochure distribution and feedback
	City Break	Feb 18	1,3,5	Feb: Fine dining with a romantic theme.	Restaurants/Boutique Hotels	Website/PR	Page visits Media coverage
Aspiring Homemakers (31-35 single or couples with young families)	Coastal and Wellness	Jan 18		Increase visits by this sector by promoting short-breaks that highlight wellness benefits of coastal tourism -New Year, New You.	Seafront Cycle Hire Pyramids	Website E-newsletter PR	Page visits Click through Media coverage
	City Break	Oct	1,3	Drive up overnight stays in the city by promoting affordable accommodation and things to do.	Dockyard Seafront Attractions Cultural offerings	Website E-newsletter	Page visits Click through
Domestic Success (within 2hr drive time of Portsmouth)	Cultural Days Out	Mar - Jun	2	Hook into Visit England's Tourism Week and Year of Literary Heroes, promote local authors/stories to encourage day visits	Conan Doyle Charles Dickens Rudyard Kipling City Museum	Digital Social Media Publications Portsmouth Festivities	Page visits Reach on social media Brochure distribution and feedback
	City Break	Mar/Apr (Easter)	1 &3	Boost short-breaks over Easter: seafront; attractions to visit-family fun.	TBC	PR - led supported by digital.	Media coverage Reach on social media
	Brand Awareness	Jun/Jul	1-6	Drive up knowledge of city and interest in visiting from the London area		Outdoor Advertising supported by digital	Enquiries/visits to partner attractions
All	Stunt Publicity	TBC		Change perception of	TBC	PR led with support	Media Coverage

Appendix 2: Marketing Communications Plan 2017

				Portsmouth and increase visits during/after campaign		from social media	YouTube Instagram
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**Marketing Communications Planner: International, Group, Business and Conference Markets**

FY17 Strategy Objective	Budget	Target Market	Activities/Events/Communication Channels	Lead Partner	Key Themes
4       <b>Page 31</b>		<b>Europe</b>	Near Europe and Destination Nordics campaigns	Tourism South East	Great Waterfront city Heritage v Modern Authentic English city Great welcome!
			Explore GB		
			Press Trips/ PR - VE/VB press enquiries		
			Vakantiebeurs: consumer/trade show		
			E Newsletters to trade contacts		
			Sales Missions		
			DMP partners/ International Port		
1-6		<b>China</b>	China Holidays Partnership	Tourism South East	Great Waterfront city Iconic shopping brands Heritage v Modern
			China Sales Mission		
			China Guide to SE England (in Mandarin)		
			China website		
			Social Media campaign with weibo and wechat		
			Trade delegations		
			VIBE		
			Explore GB		
			PR - VE/VB press trips		
			Visit Britain - charter mark		
4		<b>North America</b>	Explore GB (Brighton) trade workshops	Tourism South East	Great Waterfront city Maritime Heritage America's Cup?
			PR - VE/VB press enquiries		
			Press trips/bloggers		
			World Travel Market		

Appendix 2: Marketing Communications Plan 2017

FY17 Strategy Objective	Budget	Target Market	Activities/Events/Communication Channels	Lead Partner/s	Marketing Messages
2,3,5		<b>Group Travel</b>	Excursions	Destination Marketing Partnership partners/ Regional partners	
			South West Travel Show		
			Great for Groups South		
			Great for Groups Central		
			Group Leisure Show		
2,5		<b>Business and Conference Market</b>	Familiarisation visits and events	Hampshire Conference Bureau	
			Business guide		
			Website		





<b>Title of meeting:</b>	Cabinet Member for Planning, Regeneration and Economic Development
<b>Date of meeting:</b>	1 February 2017
<b>Subject:</b>	Statement of Community Involvement
<b>Report by:</b>	Claire Upton-Brown - Assistant Director of Culture and City Development
<b>Wards affected:</b>	All
<b>Key decision:</b>	No
<b>Full Council decision:</b>	No

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## 1. Purpose of report

- 1.1 To seek approval for a four week consultation to take place on the Statement of Community Involvement. The outcome of the consultation will be reported back to PRED with recommendation on further amendments. The final document will then be published on the council website to set out the consultation arrangements for the review of the Portsmouth Local Plan.

## 2. Recommendations

1. **To approve the Statement of Community Involvement for public consultation**

### Background

- 3.1 Portsmouth City Council's Statement of Community Involvement (SCI) was prepared under the Planning and Compulsory Purchase Act in 2004. An SCI sets out how and when the council will consult with local and statutory stakeholders in the planning for the area both through producing development plan documents and in commenting on planning applications. The Council currently has a SCI, this is an updated version. A SCI is no longer considered a development plan document and is not subject to a public examination. However, it is still required as part of the test of soundness in the Local Plan public examination. It is also considered to be good practice in terms of agreeing public engagement in the planning application process.
- 3.2 This revised SCI has been written to make the consultation process clearer and to make it more accessible. It is more concise and contains hyperlinks which can be easily updated if any amendments are made to associated documents. This means that the document can be more easily kept up to date.

- 3.3 To reduce costs and increase accessibility, the City Council aims to make information available electronically. All planning policy documents and planning applications are published online and computers with free internet access are available in public libraries and in the Civic Offices reception area. For those without internet access paper copies can be requested and made available.
- 3.4 The Statement of Community Involvement will be subject to public consultation over a four week period and any representations considered and reported back to a PRED meeting for PRED to consider any comments and agree adoption by the Council. The SCI will be made available on the Council website and by paper copy where requested. Libraries will have copies of the documents and will be subject to a targeted consultation by email.

## **2. Reasons for Recommendations**

- 2.1 The SCI has been revised to make it simpler to read and easier to update. A consultation with key Local Plan and other development stakeholders must be carried out for a minimum period of 4 weeks. Appropriate changes will then be made to the SCI before it is finalised, considered by PRED and published on the council's website.

## **5. Equality impact assessment**

- 5.1 An equality impact assessment has not been completed for this report as at this time we do not know if the recommendations have a potential negative impact on any of the protected characteristics as described in the Equality Act 2010. When consultation is undertaken we ensure where possible to consult with groups who hold a protected characteristic. We make sure that if requested we will provide documents that are in a format that the person requires for example large print, another language and sometimes braille.

For engaging non English speakers the preferred option is for individuals to find someone who can use the English language, and act as an interpreter with a Planning Officer in attendance if necessary. Another option may be to use one of the Council's own language speakers to help a resident.

An Equality impact assessment will be completed once the results of the consultation have been collected and analysed to see whether the SCI disproportionately impacts on any specific equality groups and put in place mitigation where possible if required to ensure people who hold a protected characteristic are able to participate in future planning consultations.

## **6. Legal implications**

- 6.1 The SCI is a document which sets out a Local Planning Authority's (LPA) policy for consulting and engaging with individuals, communities and other stakeholders, both in the preparation and revision of Local Development Documents (LDDs (local plans, supplementary planning documents, and (where they exist) area action

plans), and in development control decisions (Planning and Compulsory Purchase Act 2004, section 18(2)).

6.2 LPAs must prepare an SCI (Planning and Compulsory Purchase Act 2004, section 18(1)).

6.3 There is no statutory framework for the scope and content of the SCI, however the main part of the document usually details:

- The process of consultation and how the results will feed into the preparation of the LDDs.
- The various stages at which the LPA will involve the community in preparing LDDs and associated documents, such as the sustainability appraisal.

6.4 Details of general and specific consultation bodies are usually provided in appendices to the SCI.

6.5 The Localism Act 2011 removed the requirement for LPAs to submit the SCI to the Secretary of State. The LPA can now adopt the SCI itself, following public consultation.

6.6 Once adopted, the LPA must demonstrate how it has used and complied with the consultation requirements set out in the SCI at the various stages of LDD preparation and prior to making decisions on planning applications (section 19(3), Planning and Compulsory Purchase Act 2004).

6.7 The SCI should be published on the LPA's website (paragraph 017, Planning Practice Guidance).

## **7. Director of Finance's comments**

7.1 There are no financial implications associated with the approval of the recommendations contained within this report.

.....  
Signed by:

### **Appendices:**

Appendix 1: Statement of Community Involvement - Supplementary Planning Document Review Draft for Consultation - February 2017

The recommendation(s) set out above were approved/ approved as amended/ deferred/  
rejected by ..... on .....

.....

Signed by:

# Statement of Community Involvement

Supplementary Planning Document Review - Draft for Consultation - February 2017

[www.portsmouth.gov.uk](http://www.portsmouth.gov.uk)



This draft was approved for consultation by

The Leader of the Council with responsibilities for  
Planning, Regeneration and Economic Development

1 February 2017

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## INTRODUCTION

This Statement of Community Involvement (SCI) has been written to tell residents and businesses how they can take part in;

- The Portsmouth Local Plan
- Small scale planning applications for homeowners and businesses
- 'Major' planning applications such as the redevelopment of a large area of land

We have done our best to make this document easy to use and avoid the use of jargon. Where we use a planning or a technical term we explain it in the text.

All the most up to date information is available on the Portsmouth City Council website. If you cannot see the Internet we can be contacted by email or by telephone (details are in the document).



## PART 1 - Community Involvement in the Local Plan

The Local Plan is used to guide future development in the city and protects various areas such as open space and conservation areas. It will contain a vision and maps and details of what type of development can happen and where, it also contains the 'policies' we use to guide any planning applications. Policies affect everyone from a large scale building scheme to small changes to a house.

The Government wants every Council to have a Local Plan which shows how the local area will change.

Residents can find out what we are doing on the Local Plan by;

- Checking the website on a regular basis;  
<https://www.portsmouth.gov.uk/ext/development-and-planning/planning/the-portsmouth-plan.aspx>
- Calling the Planning Policy Team at 023 9284 1267
- Sending us an Email on:  
[planningpolicy@portsmouthcc.gov.uk](mailto:planningpolicy@portsmouthcc.gov.uk)
- You can also be on our list on 'consultees,' which are the people we regularly contact by Email or by letters. These contain official organisations as well as local people.

## Work has started on a new Local Plan

We already know what many of the key issues are in the City, such as transport, housing and employment; but local people's input also helps us plan for the future of the City. There will be opportunities to let us know your views and opinions through a variety of ways at the key stages of Local Plan preparation. We will;

- Provide adverts in newspapers about the process
- Place information in the Reception at the Civic Offices, in the public libraries and community centres
- Provide details on our website

A variety of technical reports and other studies will give us up to date information and evidence, including the work of the Partnership for Urban South Hampshire (PUSH), a grouping of local authorities on the south coast of Hampshire. Their website with their Planning documents is at; <http://www.push.gov.uk/>

## The draft Local Plan reaches the 'publication' stage

The draft Local Plan will contain;

- Policies - for the development and protection of land
- Site Allocations - land we are choosing for new development or for the re-development of existing buildings

The Local Plan will be accompanied by technical documents which justify what has been written in the plan (such as the amount of housing and jobs we need).

One of these documents will be a 'Consultation Statement' (which sets out comments made so far in the process). These are taken into account in preparing the Draft Local Plan by local people, businesses and 'interest groups.' This will also have the views of 'Statutory Consultees' (such as The Environment Agency).

Residents, businesses and others are invited to make comments on the Local Plan using an online form or a paper copy. These views are known as 'representations' and can be sent to us by post, email or handed in at the Civic Offices (the full address is on Page 14).

What has been said by residents, businesses and other groups at this stage will be published later in the process in a document known as The Local Plan Consultation Report.

Please be aware that a name and address will be needed if your representation is to be accepted. Your contact details will not be published unless you are a business. Your name however will be published in the Consultation Report.

## The Local Plan is 'submitted'

A copy of the Local Plan is 'submitted' to the 'Planning Inspectorate,' who are responsible for making decisions on Town Planning and also Appeals (the latter is explained on Page 12 - 13). For the Local Plan the Planning Inspectorate are in charge of the 'Examination.'

## The Examination and Hearing Sessions into the Local Plan

A Planning Inspector will be appointed to chair the Examination, and it will be either Hearings (a series of discussions relating to issues raised by the representations on the Draft Local Plan) or it will be dealt with by written representations. The Inspector will decide what issues to discuss, not the council.

## The Examination into the Local Plan

The Planning Inspector will be testing the 'evidence base' - all the research papers and other documents supporting the plan - to ensure the Local Plan is 'sound' at the

Examination. The National Planning Policy Framework currently sets out four elements of 'soundness' and states that Local Plans must be;

- Positively prepared - the plan should provide the development and infrastructure needed
- Justified - the plan should be the best strategy based on the evidence
- Effective - the plan should be deliverable; and
- Consistent with national policy - the plan should enable the delivery of sustainable development

These tests may vary over time, and the full details of the procedures are online:

[http://www.planningportal.gov.uk/uploads/pins/dpd\\_procedure\\_guide.pdf](http://www.planningportal.gov.uk/uploads/pins/dpd_procedure_guide.pdf)

The Inspector will set out an indicative timetable which will be provided on the Council website. This gives details of when the topics that interest you are being discussed, or you can contact the Council by Email or telephone.

Please be aware that not everything in the Plan will be discussed at these Hearings. The Inspector will set out the key matters, issues and questions to be discussed for the Examination. Only those invited to speak at the Hearings can take part in the hearing sessions, but you can come and listen to what is said.

## The Inspectors Report

Once the Hearings are completed the Planning Inspector considers what has been said and what is in the Local Plan as well as the evidence base of the various technical studies.

The Inspector then produces the 'Inspectors Report' and the Council publishes it.

The Report sets out the different issues raised and gives the Inspector's views and recommendations. It sets out any changes that may need to be made to the Local Plan. The Council will carry out those changes before the Plan is 'adopted.'

## The Local Plan reaches the 'Adoption' stage

Adoption is when the Plan becomes a 'legally binding document' (which means it can be published and used to guide planning decisions in Portsmouth). Copies will be available on the Internet or it can be purchased from the Council. Copies can also be seen in the local libraries.

## Where are we with the Local Plan?

The Portsmouth Local Plan 2001 - 2011 is on our website at:

<https://www.portsmouth.gov.uk/ext/documents-external/pln-portsmouth-city-local-plan-with-2012-policies-deleted.pdf>

The Portsmouth City Local Plan was adopted on 21 July 2006. A number of its policies were deleted in July 2009 when the Portsmouth Plan was adopted in January 2012. The Index of deleted Policies can be found at:

<https://www.portsmouth.gov.uk/ext/documents-external/pln-portsmouth-city-local-plan-policies-remaining.pdf>

The Portsmouth Plan was Adopted on 24 January 2012 and is the principal planning policy document and replaces a large number of policies in the Portsmouth City Local Plan. It sets out how much housing, employment and retail development the city needs up to 2027 and where this should be. The plan also sets out what infrastructure will be needed to enable this development to take place together with how we will continue to protect the city's sensitive historic and natural environments. The document can be found at:

<https://www.portsmouth.gov.uk/ext/documents-external/pln-portsmouth-plan-post-adoption.pdf>

The Portsmouth Plan was created under the old Local Development Framework system, with other documents planned to follow it. However the intention is to now produce one document, a Local Plan, containing all the Policies for the future.

A Local Development Scheme document will also be published setting out the timetable for the new Portsmouth Local Plan.

## PART 2 - COMMUNITY INVOLVEMENT IN PLANNING APPLICATIONS

Portsmouth City Council is responsible for handling all planning applications ranging from a householder planning application (for alterations to your home), applications for works to trees (trees in Conservation Areas or those with a Tree Preservation Order protecting them), listed buildings (historic buildings or objects such as Victorian lampposts that are protected), advertisements and larger planning applications (from businesses) for employment and new homes across the City.

### Introduction

The extent of community involvement in any planning application varies depending on the nature of the application. To encourage involvement in the decision making the following processes are in place:

- If you are unsure whether you need planning permission, or if you wish to establish whether an application might be eligible for Officer support, the Council offers a pre-application service  
<https://www.portsmouth.gov.uk/ext/development-and-planning/planning/pre-application-planning-advice.aspx>
- Details of the fees are on the same page at:  
<https://www.portsmouth.gov.uk/ext/documents-external/pln-planning-preapplication-fees.pdf>
- Please note that pre- application enquiries are confidential

Planning applications, including any representations (comments from neighbours or members of the public), are public documents and can be viewed online by using the Public Access system, where it is also possible to search for the weekly list of planning applications at:

<https://www.portsmouth.gov.uk/ext/development-and-planning/planning/planning-applications-view-and-comment-online.aspx>

### How will we consult?

Portsmouth City Council seeks to capture public engagement through a number of methods. Representations on planning applications are accepted online, and in writing or by email to:

[planningreps@portsmouthcc.gov.uk](mailto:planningreps@portsmouthcc.gov.uk)

Our online Public Access System includes a facility to view weekly lists of valid applications.

Portsmouth City Council seeks to ensure people are made aware of planning applications that are likely to directly affect them and have taken the following approach in the table below for giving notification of one. The requirement for the newspaper adverts comes from central government and therefore is not at the discretion of the Council to discontinue or reduce costs.

<b>Nature of development</b>	<b>Advertisement in Local Newspaper (21 days)</b>	<b>Site Notice (21 days)</b>	<b>Neighbour notification letter (21 days)</b>
Major development & applications of wider concern (more than 10 dwellings or 1000 m <sup>2</sup> of other development)	✓	✓	✓
Minor development (less than 10 dwellings or 1000 m <sup>2</sup> of other development)	N/A	✓	✓
Householder applications / domestic extensions	N/A	N/A	✓
Change of Use to a House in Multiple Occupation	N/A	✓	✓
Listed Building Consent application	✓	✓	✓ depending on the application type or site situation
Development in a Conservation Area	✓	✓	✓ depending on the application type or site situation
Development affecting the setting of a listed building	✓	✓	✓ depending on the application type or site situation
Development affecting a Scheduled Ancient Monument (SAM), or the setting of a SAM or a Historic Garden or Park	✓	✓	✓ depending on the application type or site situation
Works to trees that are protected by a Tree Preservation Order	N/A	✓	✓
Works to trees in a Conservation Area	N/A	N/A	N/A
Applications accompanied by an Environmental Impact Statement	✓	✓	✓
Applications which are a departure from the Development Plan (the Portsmouth Plan)	✓	✓	N/A
All other planning applications	N/A	N/A	✓

## Who else does the Council consult with on applications?

Portsmouth City Council recognises the importance of involving other organisations both local and national as part of the planning process. Statutory consultations are carried out on many applications with bodies such as the Environment Agency (on flood risk); Historic England (important listed buildings/conservation areas/scheduled ancient monuments); and Natural England (important protected areas and biodiversity).

Who we consult with will vary depending on the nature of the proposal and the location. Consultees have 21 days in which to respond.

## How do I find out about planning applications?

The best way to find out about planning applications is by viewing the weekly list of applications accessible on the Public Access system online at:

<https://www.portsmouth.gov.uk/ext/development-and-planning/planning/planning-applications-view-and-comment-online.aspx>

Site Notices are posted near to development sites and include;

- Details of the proposal
- How to view and comment on the planning application
- The name of the Case Officer (the Planner dealing with the application), and;
- The date by which comments need to be received.

You will receive a Neighbour Notification letter when a proposal adjoins your property, the letter will include details of the proposal, how to view and comment on the application, the name of the Case Officer (the Planner dealing with the application) and details of your Local Councillors who may be able to offer advice.

We advertise in the Portsmouth News our weekly local press list of all applications that fall within the following criteria:

- Major Applications
- Listed Building Consent Applications
- Development in a Conservation Area
- Development affecting the setting of a listed building
- Development of a Scheduled Ancient Monument
- Development in the setting of a Scheduled Ancient Monument
- Development on a Historic Garden or Park
- Development accompanied by an Environmental Impact Assessment; and
- Applications which are a departure from the Portsmouth Plan

## How can I make comments on a planning application?

The best way to express your views on a planning application is through the Council's website at:

<https://www.portsmouth.gov.uk/ext/development-and-planning/planning/planning-applications-view-and-comment-online.aspx>

You can also express your views by:

- Email to: [planningreps@portsmouthcc.gov.uk](mailto:planningreps@portsmouthcc.gov.uk)
- In writing to: **Culture and City Development  
Civic Offices  
Guildhall Square  
Portsmouth  
PO1 2AU**

Should you wish to speak at the relevant Planning Committee (also known as making a verbal deputation) as part of the determination (the making of a decision on whether to grant or refuse a planning application) you are able to request this in writing as part of your comments. The deputation protocol is set out on Council's website at:

<https://www.portsmouth.gov.uk/ext/documents-external/pln-plan-application-guide-on-committee-speaking.pdf>

All comments and correspondence received on planning applications are open to public inspection and will be published on our Public Access System as part of the online application file, they may also be repeated in public documents, such as within the committee pages on our website. Therefore, you should only include information you are happy to be made available to others over the internet at:

<http://democracy.portsmouth.gov.uk/mgCommitteeDetails.aspx?ID=157>

Comments will be summarised within the Planning Case Officers report. We will endeavour to remove all personal and sensitive information from your comments prior to it being published in the online application file, names and addresses however remain publicly accessible. For business letters we will only remove signatures.



## What happens after the consultation?

The Planning Case Officer will use the development plan documents, including the Portsmouth Plan, and relevant Supplementary Planning Documents (SPDs), responses from the consultation and any other relevant guidance both at national and local level to determine the Planning Application. Officers do not generally reply to individual comments, but will address the key issues and comments in their report.

Most minor and householder applications are 'determined' (that is a decision is made to either refuse or grant Planning Permission) by Planning Case Officers under delegated powers and under the authority of a more senior Officer. Where proposals are recommended for refusal, two more senior officers need to endorse the decision.

Councillors make decisions about applications that cannot be decided in this way, or may decide to 'call in' an application for the Planning Committee to make the decision. The Planning Committee meet once a month. The council's committee pages publish agendas and reports with five clear working days before the committee meetings. The meetings are open to the public and members of the public can make a deputation request to speak at committee. Guidance on how to comment on applications includes guidance for speaking to the Committee at:

<https://www.portsmouth.gov.uk/ext/development-and-planning/planning/planning-applications-view-and-comment-online.aspx>

When a decision has been made the Decision Notices are posted on the council's Public Access System at:

<https://www.portsmouth.gov.uk/ext/development-and-planning/planning/planning-applications-view-and-comment-online.aspx>

## Planning Appeals

If you are an 'applicant' - the person who submitted the planning application - and unhappy with a decision made at Planning Committee or by the Case Officer you are entitled to make an Appeal to the Planning Inspectorate. However before making any appeal you should first consider meeting with the Planners to discuss whether any changes to the proposal would make it more acceptable and likely to gain Planning Permission.

No one else has a right to appeal the decision. However, when an application has been appealed the council does inform all those who objected during the application stage. The Council does this as soon as it receives notification from the Planning Inspectorate. All

copies of letters and comments received during the planning application stage will also be forwarded to the Planning Inspectorate. Their website is found at:

<https://www.gov.uk/government/organisations/planning-inspectorate>

The Planning Inspectorate may publish Appeal documents including copies of representations received on the Planning Portal Web site. All information provided in your representation including your name and address will be published.

## How can your local Councillor help?

Councillors sit on the Planning Committee and are involved in dealing with planning applications having regard to recommendations from Planning Officers. Although the majority of Planning Applications are determined under 'delegated powers', Councillors (also called Members) can 'call in' a planning application for it to be determined by the Planning Committee. This can happen if a Planning Officer recommends a decision that goes against letters of objection (or support) and the Members Information Service (MIS) gives Councillors the chance to decide if the Planning Application needs to go to the Planning Committee.

To call-in a Planning Application, a Councillor must request in writing that the planning application be determined by the Planning Committee. In making the request the Councillor must set out the planning reasons for this.

Your local Councillor is able to act as an advocate on planning applications for constituents and can also give advice on the planning process and talk about local planning applications in your area. If you would like to contact your local Councillor the list of names and contact details can be found on the Council's website at:

<http://democracy.portsmouth.gov.uk/mgMemberIndex.aspx?bcr=1>

## Planning Enforcement

Portsmouth City Council has a planning enforcement team who are responsible for ensuring that people comply with planning law and the requirements of a planning permission. Enquiries to the planning enforcement team do not involve consultation due to the confidential nature of on-going investigations. The Council's planning enforcement process is on the website and can be viewed at:

<https://www.portsmouth.gov.uk/ext/documents-external/pln-planning-service-enforcement-policy.pdf>

The planning enforcement service will:

- Investigate alleged breaches of planning control that are reported in writing - we will only register and investigate anonymous complaints if the breach is extremely serious and/or is readily noticeable
- Register and acknowledge written complaints that have been received, as well as updating the person or organisation that has complained on the progress of the investigation
- Seek to manage breaches of planning control that cause noticeable harm to amenity

We will deliver this service by:

- Prioritising cases in accordance with our enforcement protocol
- Being helpful, polite and open in the way we work
- Allocating a named case officer as a contact person
- Responding to all contacts in plain English
- Pursuing a breach of planning control to a suitable conclusion
- Retaining confidentiality of those complaining when possible

Alleged breaches of planning control can be reported by completing and submitting a confidential complaint via the following means:

- By email: [planningenforcement@portsmouthcc.gov.uk](mailto:planningenforcement@portsmouthcc.gov.uk)
- In writing: **Culture and City Development**
  - **Civic Offices**
  - **Guildhall Square**
  - **Portsmouth**
  - **PO1 2AU**

## Complaints procedure

While we try to provide a good service, we know that sometimes things go wrong to improve the service we provide, and we need to learn from this. To do that we have developed a complaints procedure for you to use if you feel that this is the case. The Portsmouth City Council adopted corporate complaints procedure can be viewed at:

<https://www.portsmouth.gov.uk/ext/the-council/transparency/comment-compliment-or-complaint.aspx>

If you have a complaint about how a planning application has been handled you can:

- Use our online compliment, comment or complaint form
- Send an email to [ccc@portsmouthcc.gov.uk](mailto:ccc@portsmouthcc.gov.uk)
- Call on 023 9283 4702
- Visit us in person at the Civic Offices
- Or write to: **The Comments, Compliments and Complaints Team**  
**Portsmouth City Council**  
**Civic Offices**  
**Guildhall Square**  
**Portsmouth**  
**PO1 2ZX**

This document will be updated if Government legislation changes any of the procedures affecting Planning Policy and Development Management.

Planning Policy Team  
City Development and Culture  
Civic Offices, Portsmouth  
PO1 2AU

Telephone: 023 9284 1267  
Email: [planningpolicy@portsmouthcc.gov.uk](mailto:planningpolicy@portsmouthcc.gov.uk)

[www.portsmouth.gov.uk](http://www.portsmouth.gov.uk)

You can get this  
Portsmouth City  
Council information  
in large print, Braille,  
audio or in another  
language by calling  
023 9268 8633.

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