

Shaping the future of Portsmouth

A strategy for economic growth and prosperity

Draft for consultation November 2010





“ Every generation needs regeneration ”

– Charles H Spurgeon

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“ The regeneration of society is the

regeneration of society by individual education ”

– Jean de la Bruyere



A strategy for economic growth and prosperity

Portsmouth is a proud city of heritage, innovation and enterprise: one of the great port cities of the world. Our plan is to use its key strengths and the legacy of the past to create an even more prosperous and vibrant city fit for the 21st century.

The Portsmouth Regeneration Strategy reflects the expectations of local residents and businesses. It builds on local circumstance, culture, need and aspiration as real building blocks for an achievable and sustainable city future.

Portsmouth can be a world-class waterfront city. It will, in future, boast a leading edge economy and be a recognised global centre for industries such as marine and aerospace. This economy will be supported by a highly skilled workforce. There will be a tangible spirit of enterprise in the city.

The cultural life of the city will be flourishing, drawing people for leisure and recreational activities. This will be alongside a top quality retail offer and the stunning seafront. There will be quality visitor accommodation and facilities, all contributing to Portsmouth's status as a preferred European citybreak destination. World class events will be hosted as a matter of course.

This enviable lifestyle will be matched by a range of employment opportunities and quality housing that supports a spectrum of urban living. Transport options will allow people to move around the city easily and safely. Education will be excellent at all levels, and people of all ages will be learning and achieving.

People will want to raise their families here and residents of the city will be proud to live and work in Portsmouth. They will have high expectations and aspirations, and will have the ability to hold their city leaders to account for ensuring these are realised.

This document sets out how we will enable this vision become a reality. Much has already been achieved, but plans for further development have been thwarted by the recession. As an ambitious city, we cannot sit back and wait for the economic recovery. If our goals are to be fulfilled, we must shape our future, and explore new, innovative approaches to unlocking opportunities.

This strategy has been developed over the last twelve months by involving people from all economic sectors and all parts of the city. It can only be delivered through strong local partnership and civic leadership, innovation and enterprise from the public, private and community sectors. I look forward to working with you to achieve these ambitions.

Councillor Mike Hancock CBE MP, Cabinet Member, Planning, Regeneration and Economic Development



Executive summary

Portsmouth is in the process of transformation, based on a vision for the future, passion about its heritage, and the famous Pompey Pride.

Our vision for Portsmouth draws on its renowned naval and industrial heritage to create an exciting future, and one that is no longer founded upon large public sector employers or low-skilled jobs. Instead, we believe that Portsmouth should focus on realising the opportunities presented by the knowledge economy to build a globally competitive environment for business and enterprise, within the context of a prosperous south Hampshire, and to attract investment and visitors.

To do this, we must continue to regenerate priority areas, improve skills, increase aspirations and support the development of sustainable communities.

The key components to supporting this vision are **supporting economic growth, innovation and enterprise**, and **enhancing the competitiveness of our city**.

To do this, we will:

- Support business and long-term economic growth in the city by encouraging key sector growth, such as advanced manufacturing, marine, aerospace, environmental technologies, transport and logistics and creative industries
- Build stronger links between education and enterprise, creating an environment which

attracts more graduates to work locally after completing their degree

- Improve educational attainment and skills and raising aspirations
- Develop key sites, including creating a science and business park at Dunsbury Hill Farm
- Develop the visitor economy
- Strengthen the retail offer for residents and visitors
- Build more high quality and affordable homes
- Improve the image of the city and promote the opportunities and potential it offers.

There is a unique opportunity now to initiate a regeneration of Portsmouth to make it a major contributor to a vibrant, expanding city region. This arises out of a number of factors:

“Regeneration is, we know, instantaneous,

but the steps that lead to it are often very gradual,

and none of them, as far as we can see, can be spared”

– Talbot Wilson Chambers

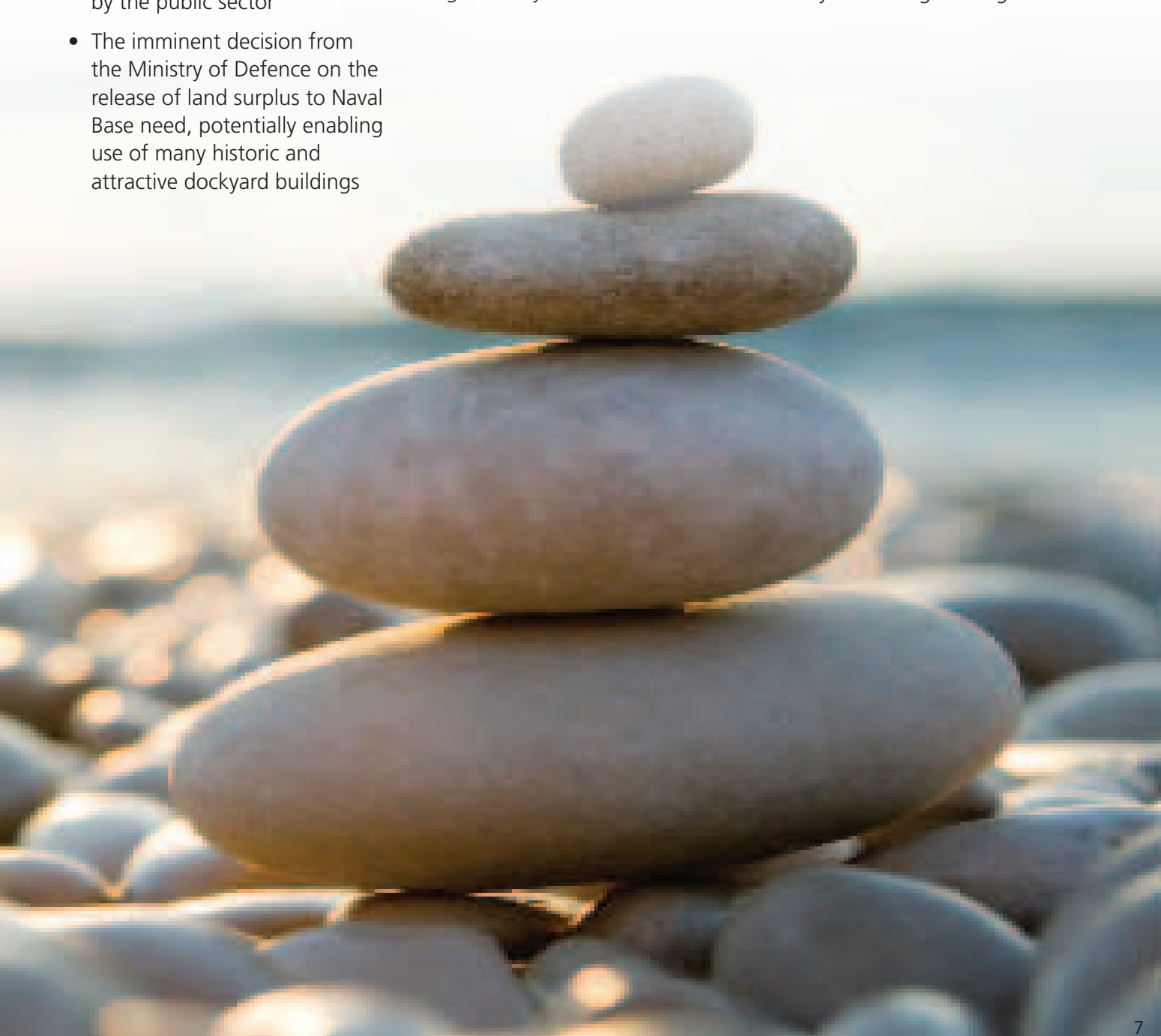
- The Government's proposal – announced in the White Paper on Local Growth – to establish a number of Technology and Innovation Centres in the UK
- The potential to submit a bid for Regional Growth Fund monies, and to develop a Tax Incremental Finance model for major investment in infrastructure for the City Centre, Tipner Regeneration Area and Dunsbury Hill Farm
- The need for the private sector to lead job and wealth creation, and become more involved in services previously dominated by the public sector
- The imminent decision from the Ministry of Defence on the release of land surplus to Naval Base need, potentially enabling use of many historic and attractive dockyard buildings

- The plan to strengthen the retail and business offer in the existing city centre, and the desire to create stronger functional and physical linkages between existing or potential retail and leisure facilities in the city centre, Gunwharf, the Hard and Naval Base areas.

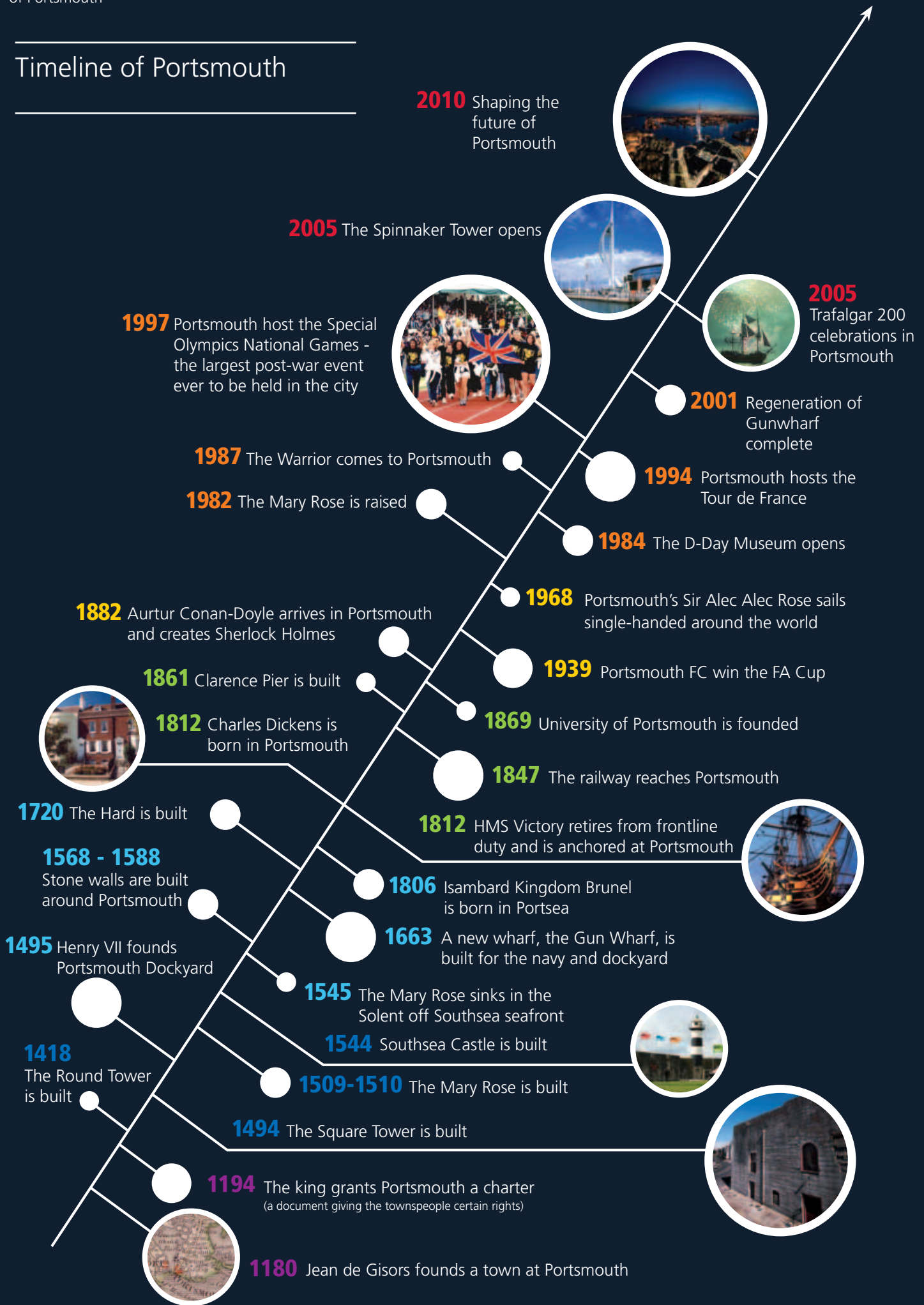
The combination of these factors creates a once in a generation opportunity at a time when there is widespread pessimism in the country about economic prospects and the impact of public spending cuts. Pressing forward with an ambitious agenda now will significantly enhance Portsmouth's

attractiveness to private investors while providing a huge boost to the morale of the local community. The proposals set out in this strategy link together all the key factors; economic restructuring from public to private sector employment; using technology and innovation as drivers of economic growth; using new financial models as leverage for substantial investment; and ensuring that the physical and social development of the city benefits communities.

If successfully implemented, this strategy will help deliver a thriving city of sub-regional significance.



Timeline of Portsmouth





Introduction

Portsmouth is a bustling island city on the south coast, with a population of approximately 203,000 living within an area of 15.5 square miles (40.15 sq km). The city boomed in the 19th and 20th centuries although its importance as a port and strong associations with the Royal Navy predates this. Indeed, the presence of the Royal Navy and the dockyard has long shaped the city's economy and image, acting as a catalyst to create a network of defence and related industries, as well as a naval heritage based tourist industry. Portsmouth is one of the world's great port cities.

Today, Portsmouth is multi-faceted, with huge strengths, assets and opportunities, and big ambitions.

In the past decade, a number of key projects kick-started the modernisation of the city.

Gunwharf Quays, a redevelopment on former Ministry of Defence land, opened to the public in 2001, offering new shopping and leisure attractions by the waterfront for residents and visitors, as well as luxury and affordable housing. The success of this complex, crowned by the iconic Spinnaker Tower, re-energized the city to start thinking like a premier waterfront city.

Projects have strengthened communities in the city. Portsea, an historic area adjacent to the dockyard which is home to a large amount of social housing, has seen the development of the award-winning John Pounds Centre, developed in direct response to the needs of local residents, and incorporating 153 new homes. Nearby, Admiralty Quarter, a high quality housing scheme, was completed in 2009, providing 569 apartments and a green square. The high quality,

innovative design won the Commission for Architecture and Built Environment "Building for Life" award in 2009.

Higher and further educational institutions in the city are thriving. The University of Portsmouth has gone from strength to strength and now has a community of over 20,000 students. Investment in the University's estate, including the prize-winning new Library extension, has averaged around £15m a year for the past 5 years, and contributed to the transformation of the city.

The university is a centre for international excellence in research including biomedical sciences, applied mathematics and materials engineering. Over the last year, it has undertaken over £4m worth of collaborative research projects that have helped businesses generate over 200 new high-tech jobs, and over 400 creative businesses have benefited from specialist advice and guidance.

Meanwhile, Highbury College is now considered the top performing general FE college in the South East. It opened its new City of Portsmouth Centre in 2008, with real life work environments for catering, travel, retail, health and childcare training. The following year saw the completion of the new £35m Highbury Campus building, with facilities for sports, hair and beauty, science, media studies and motor engineering. The college is also developing a Marine Training Centre at Trafalgar Gate. Portsmouth College, placed in the top 10% of sixth form colleges in the country for 'value added', concentrates on progression towards higher education and careers of pupils from Portsmouth secondary schools, and will benefit from our ambitions to improve educational performance at 16.

All of these developments have meant that Portsmouth in the early 21st century is a city on the up. It is home to more than 6500 businesses, including a number of industry leaders in defence, aerospace and IT, such as Qinetiq, BAE Systems, Thales, IBM, EADS Astrium and Pall Europe. Workplace wages generated in Portsmouth are among the highest in the south Hampshire, and there is much potential for further economic growth, particularly in sectors such as advanced research and manufacturing, aerospace and marine. However, despite all these advantages, there remain some serious challenges for the city to tackle.

Employment levels in Portsmouth are low, particularly in areas of the city, such as Charles Dickens, Paulsgrove and St Thomas wards. The people living in these wards often have lower than average incomes and higher rates of other social problems, such as poorer health, than in other areas of the city. There are generally lower levels of education and skills in these areas, and barriers to accessing opportunities.

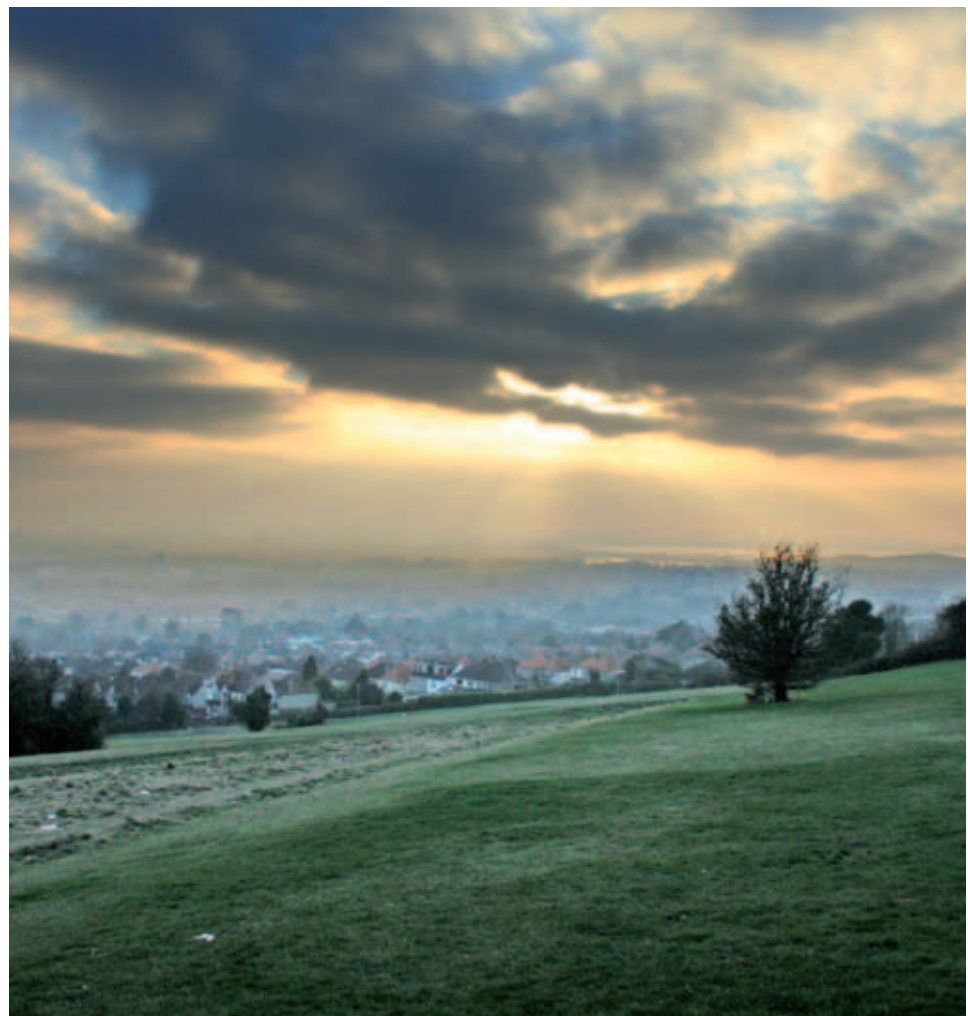
Fig 1 - Comparison of workplace and resident wages (mean), 2009

	Workplace	Resident	Workplace less resident
Eastleigh	£445	£518	- £72
Fareham	£448	£533	- £85
Gosport	£447	£454	- £7
Havant	£468	£464	£4
Portsmouth	£534	£475	£59
Southampton	£500	£442	£58
Hampshire	£498	£526	- £27
SE	£514	£537	- £23
GB	£490	£491	- £1

Source: Annual Survey of Hours and Earnings (ASHE) 2009

Many of the problematic issues have been established over several generations, or as a result of decline in traditional places of employment, such as the Naval Base. Cycles of low aspiration and low achievement and outcomes have developed, creating seemingly intractable problems of social inequality.

This strategy aims to tackle some of the systemic issues and ensure local people get the education, skills and inspiration to enable them to get jobs and improve their quality of life.



“ What is a city, but the people;

true the people are the city ”

– Coriolanus III



Why a regeneration strategy for Portsmouth?

There is a strong evidence base pointing to the potential for economic growth in the city as part of the wider South Hampshire sub-region – but this needs to be enabled in the emerging economic landscape. To do so means addressing some important issues.

The most sustainable route to improving the quality of life for many residents in the city is to ensure an environment that generates enough good quality jobs, and also that local people have the necessary education and skills to do them. This will also reduce the need for inward commuting and demands on local housing.

Currently, south Hampshire, including Portsmouth, does not perform as well economically as the wider south east area. It has lower productivity, lower rates of employment, especially in the 18-24 age group, and poorer business growth. Portsmouth is currently strongly reliant on the public sector for employment; approximately 34%

Fig 2 - Importance of larger businesses for employment

	1-10 employees	11-49 employees	50-199 employees	200+ employees
Businesses (south Hampshire total)	84.2%	12.2%	2.9%	0.7%
Employees (south Hampshire total)	20.0%	24.1%	23.5%	32.3%

Source: Annual Business Inquiry, 2008

of Portsmouth’s employees are in public administration, education or health jobs.

The roles of the public and private sector in the city need to be redefined. Continued revitalisation of the city will be led by the private sector, with the role of the public sector to help create the conditions in which the private sector can flourish, by providing strong and clear civic leadership and the necessary interventions to ensure that ensuing economic growth and physical development benefits the city. The city has the potential to perform much more strongly in economic terms and to rise to the challenge of developing enterprising new businesses. It also has the connectivity and natural attractiveness to be a desirable

location for entrepreneurs and businesses to locate.

Our strategy embraces the three key strands of regeneration, considering the economic, social and physical elements, and the interrelationships between them. It is underpinned by commitments to strong civic leadership, sustainable development and to reducing inequality in Portsmouth.

We have two key areas of focus:

- supporting economic growth, innovation and enterprise in Portsmouth
- enhancing the competitiveness of our city

The following pages set out how this will be achieved in the short to medium term.



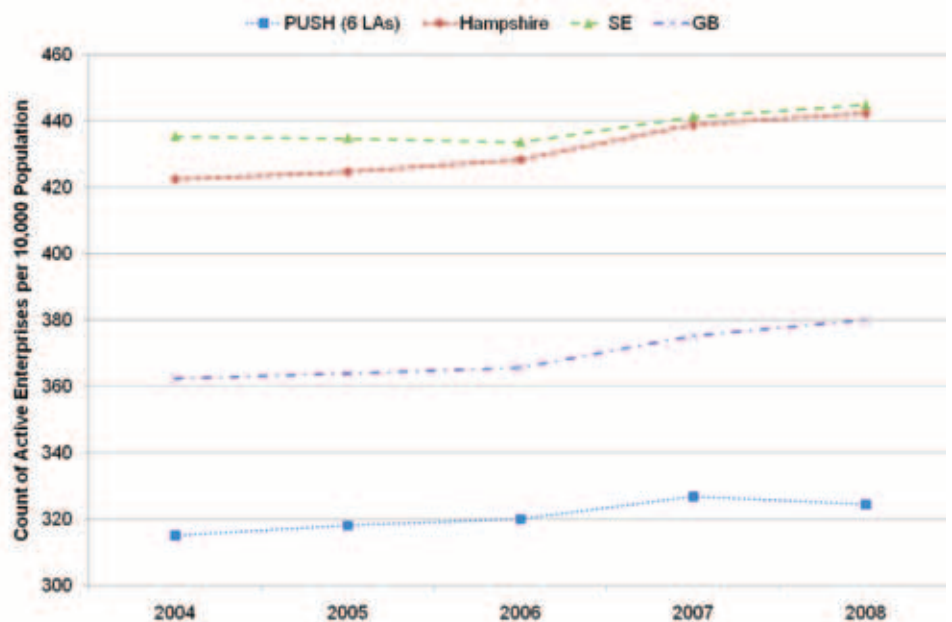
Supporting economic growth, innovation and enterprise

Innovation and enterprise are key priorities for Portsmouth. It is these two attributes that will drive the city's economy. We must enable private sector growth if jobs and prosperity are to be created whilst the public sector contracts. It is essential to increase the number of business start-ups and to support existing businesses that are successfully expanding and creating jobs.

Currently, south Hampshire has a relatively low level of new company formation, particularly in its cities.

Productivity in the cities is also low, as measured by an index of Gross Value Added per employee.

Fig 3 - Count of active enterprises

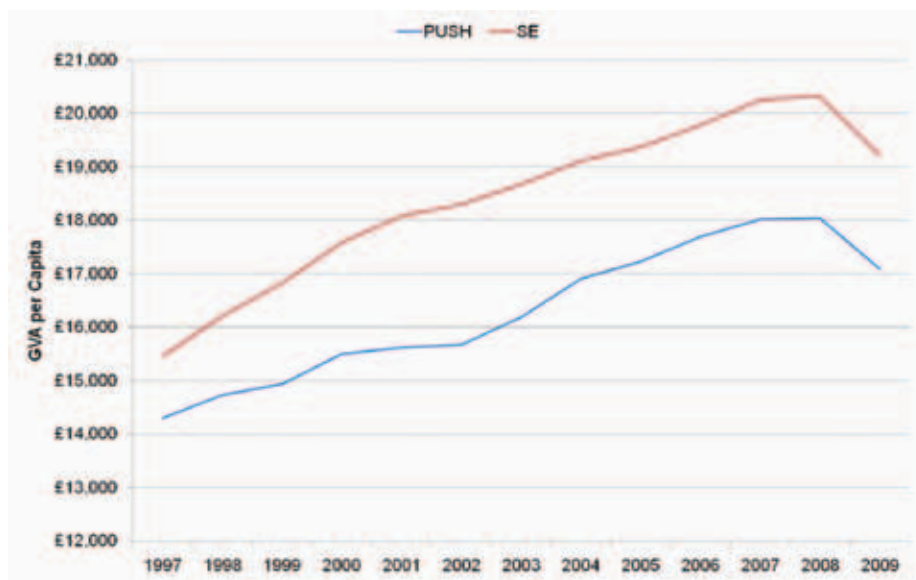


Source: Business Demography, ONS, 2008

Productivity is only 92% of that in the rest of the south Hampshire region, and 87% of the overall south east average. These are

challenges that need to be addressed if the economy of the city is to thrive.

Fig 4 - GVA per capita



Source: OEF

We need to provide a supportive and dynamic environment for new and innovative companies. Businesses are not limited by administrative or political boundaries, and therefore support for business needs to reflect a wider regional perspective. The city is active in the development of the Solent Local Enterprise Partnership (Solent LEP), ensuring that the strengths and value of the sub-region are promoted whilst Portsmouth's distinctive offer is recognised.

These strengths include breadth and depth in certain key business sectors. A recent study carried out by DTZ (1) commissioned by the Partnership for Urban South Hampshire (PUSH) into the economic profile of South Hampshire concludes that the key sectors for wealth generation (growth in terms of GVA) will be advanced manufacturing, marine, aerospace, transport and logistics, and environmental technologies. Tourism, leisure, retail and creative industries are the sectors that will enhance quality of life and attractiveness of the city, and financial and business services and health sectors that will create the

main increase in volume of jobs. The study recommends that all of these sectors are targeted in order to support long term economic growth.

In addition to this, the Government has made proposals, in the White Paper on Local Growth, to establish a number of Technology and Innovation Centres in the UK. This proposal results from recommendations in a report commissioned by the previous government (2) which advocates development of such centres to bridge the gap between research and its commercial application, in locations which combine "research excellence... alongside industrial capability." Few parts of the UK have a stronger combination of these characteristics than south Hampshire.

Portsmouth has a strong understanding of the areas where it has great potential for growth and development of business and industry. It now needs to capitalise on this knowledge, ensuring the city is promoted as a growth area to these sectors.

Tackling the issues – what we will do

Supporting business and long-term economic growth in the city.

We will ensure that potential investors and businesses outside of the area understand the potential that the city offers, are attracted to Portsmouth and find it an easy place with which to do business. Existing businesses will be encouraged to increase their productivity and new businesses will be supported and assisted to start up. A culture of innovation and enterprise will be encouraged, particularly capitalising on the knowledge resources available through the University.

Critically, the council and key partners will ensure that conditions are created to support business to flourish in the city. This will include a responsive planning environment, provision of suitable premises, and support through networks and knowledge.

We will:

- facilitate stronger business-led city networks, engaging with the Solent Local Enterprise Partnership
- work through business groups to encourage new business start up, provide comprehensive support for businesses and attract inward investment
- provide responsive educational establishments that inspire young people and foster an entrepreneurial spirit in the city
- promote and assist the development of key growth sector companies particularly knowledge-based firms

(1) Economic Development Evidence Base – Partnership for Urban South Hampshire; DTZ and Oxford Economics, 2010

(2) "The Current and Future role of technology and innovation centres in the UK" Dr Hermann Hauser, Department for Business, Innovation and Skills, 2010

Enhancing the competitiveness of the city

Key to supporting business growth in the city, and to stimulating the economic, social and physical development of Portsmouth, is the attractiveness of the area to potential investors and employers. The south Hampshire area, including Portsmouth, needs to be seen as a centre of business in Britain and globally.

The European Cities Monitor, a survey of the perceptions held about European cities, identified key characteristics that make an area attractive to businesses. These included easy access to markets, customers or clients; availability and cost of qualified staff; transport links with other cities and internationally; availability and cost of high quality office space; ease of travelling around the city; and quality of life for employees. A 2006 survey of businesses in Portsmouth (3) identified the advantages of doing business in Portsmouth to include access – including to London and Europe – living environment, city image (specifically university image) and healthcare.

However, there were also areas that were identified for improvements. Traffic and parking, staff recruitment and available skills are challenges, as are the shortage of quality readily available business accommodation, particularly in the city centre. Lack of hotels for tourism and the business and conference market hamper the ability of the city to compete. The city's Seafront Strategy

states that more top quality hotels are needed to realize the aspiration of making Portsmouth a European city break destination. Finally, although City Image was identified as a strength it was also acknowledged that the city needs to strengthen its positive reputation.

Tackling the issues – what we will do

Transport

There are many positive things about transport in the city, including its strong linkages to other areas. However, the island geography of the city means there is limited space and only three routes on and off the island. Challenges include parking capacity and unsustainable levels of private car usage (particularly at peak hours) which puts pressure on the road network. Some of the linkages within the city can be enhanced, increasing connectivity between key locations.

If we can reduce the need for peak time car journeys by offering reasonable alternatives, this will reduce the pressure on the road network, and support a sustainable, low carbon economy. We must also review city parking policy in order to meet the needs of residents and businesses. All of this will be addressed in the emerging Local Transport Plan 3.

We will:

- ensure the Local Transport Plan 3 supports the objectives of this strategy

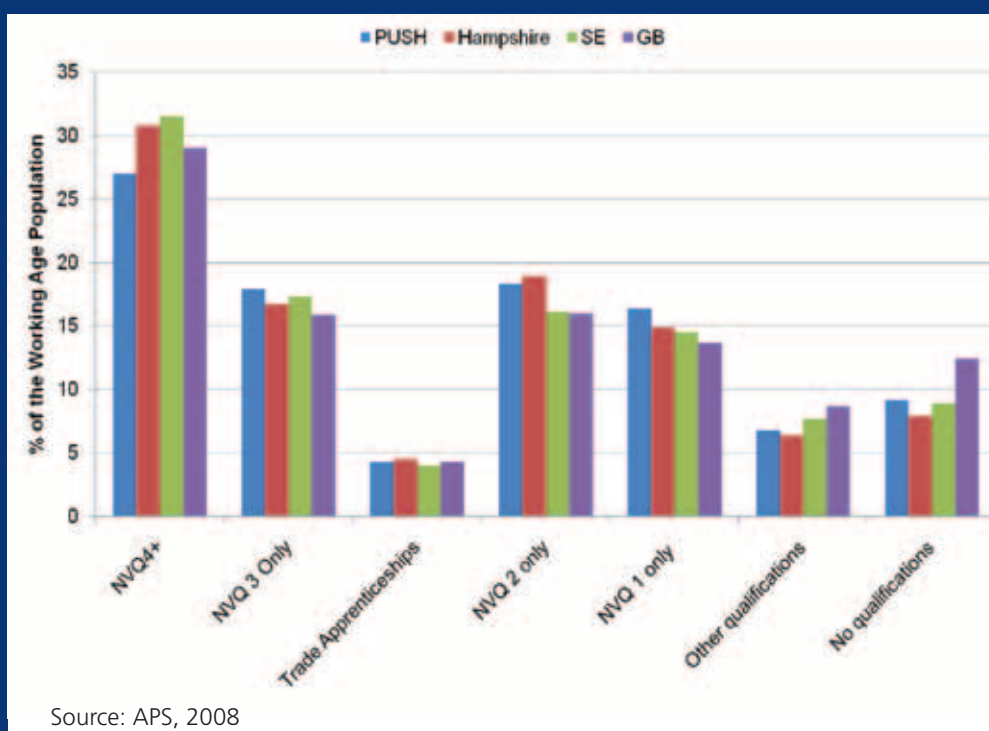
Workforce

Portsmouth attracts a highly skilled and flexible workforce with motivated individuals working in some of the best leading

edge technology and advanced engineering companies in the world. There are more people employed in the space sector in Portsmouth than anywhere else in the UK. However, many adults in the city do not have the skills they need to fulfil their own aspirations or meet the requirements of local employers. About one quarter of Portsmouth's adult population has poor numeracy and literacy skills, and it is estimated that 39% of Portsmouth's residents are not qualified to GCSE level. In half of the city's wards, over 50% of adults only have up to Level 1 qualifications, and in more than a third of wards over 30% of adults have no qualifications at all.



Fig 5 - NVQ qualifications 2008



This shortage of skills means that it is difficult for some businesses to recruit suitable staff from within the city and difficult for residents to benefit from the best quality employment opportunities. Those without skills for employment often also experience a number of other disadvantages in life, such as lower incomes and poorer health, and have fewer choices and opportunities.

Historically, the city's schools have performed poorly in terms of attainment. Progress is now being made and results are gradually improving, but there is still some way to go to ensure that attainment is as high as it should be.

Linked to these issues, a higher proportion of Portsmouth's population are not in work than is typical for the south east. If Portsmouth's residents are to experience benefit from economic growth, it is vital that a local skilled workforce is available to support business expansion. If the skills base of the resident population does not meet the requirements of the local business population, the results will either be increased in-commuting and inward migration – exacerbating existing traffic congestion at peak times and further demand for housing and facilities – or the loss of businesses to alternative locations.

An Employment and Skills Board for the sub region has been established by PUSH bringing together major employers and training providers. This will take a more prominent role in the future, ensuring training is demand led and linked directly to employers' need.



“ Education is simply

the soul of a society as it passes

from one generation to another ”

– GK Chesterton

We will:

- work with employers and skills providers through the Employment and Skills Board to ensure there is direct correlation between skills supply and demand
- involve business in the development of a Schools Strategy and the 14 – 19 strategy to deliver transformation in schools and improve the quality of education and opportunities for young people in Portsmouth
- work with partners to ensure new work and learning programmes target those in disadvantaged communities

Key sites and infrastructure for business accommodation

Portsmouth is a densely built-up city. Land for employment and housing is in short supply and often difficult to develop. Several key projects have been slow to progress. The City Council has plans to take an enabling role in three transformational sites with support from central government:

1. The City Centre (Northern Quarter) is a private sector, retail-led development that requires investment in new road infrastructure
2. The Tipner Site to the west of the city requires a motorway junction in order to bring about comprehensive regeneration and create a new access to Horsea Island and Port Solent. It is in public and private ownership.
3. Dunsbury Hill Farm, on the A3 in Havant, comprises 20 hectares of land designated for employment use and owned by the city council. It requires road

access to open up the site to create a business or science park and mixed employment use.

In order to get these sites to market, the city council is exploring a Tax Incremental Finance (TIF) solution to kick-start the regeneration by raising the £104 million to pay for the infrastructure necessary against the future additional business rates that will be generated. This will require new legislation and Treasury support.

A further strategic site to the north of the city is the Lakeside Business Park in Cosham. Outline planning permission has been granted for offices, shops, restaurants and cafes, hotel accommodation, a private hospital and a car dealership. This is an exciting development for this part of the city that will provide high quality facilities and associated employment opportunities.

Alongside these ambitious development plans, it has been established that the city population will grow in the coming years, even without taking into account any planned and managed growth as a result of a stronger economy, so there will be additional pressures on infrastructure, particularly in certain locations. For example, spatial development of the city in the coming years will be focused on the western side of the city, where the main sewer is already at capacity and so investment will be required in drainage infrastructure.

As a coastal city, Portsmouth also needs to recognise that while the sea can bring immense benefits it can also cause great damage at times of extreme tides and weather, not only to the built

fabric of the city but also to people’s health, property and livelihoods. The threat cannot be ignored in making plans for the future of the city. The council acknowledges the risk, and recognises that any danger to people and property from flooding must be minimised.

A Coastal Defence Strategy for Portsea Island is well advanced and forms the backbone to coastal defence planning for the city. The city’s mainland coastline is covered by the Portchester to Emsworth Coastal Defence Strategy. We will ensure that any defence solution is of high quality design.

Securing funding to protect existing settlements and to enable regeneration and growth is critical to the delivery of the vision for the city. Historically, Flood Defence Grant in Aid has been seen as the primary source of funding to protect existing developed areas. However, overall national funding for flood defences is limited, with the total estimated cost of potential works identified in localities across the country continuing to exceed central government funding.

A city centre of sub regional significance

In addition to this, the Royal Navy has identified land and buildings surplus to Naval Base requirements which should be released from the south west corner of the naval base, providing income to the Ministry of Defence and reducing the long-term overheads of the Naval Base. This can potentially provide employment use related to the identified priorities referred to earlier, including core employment sectors such as advanced manufacturing and marine,

several hundred additional quality homes, a four or five star hotel, additional heritage attractions and employment opportunities in innovation and science linked to the University of Portsmouth.

The Hard masterplan has been developed in conjunction with the Gosport waterfront masterplan. It looks to bring forward new development opportunities, which will shape the area into a vibrant waterfront destination, building on its function as a key city gateway. The masterplan sets out a vision for new passenger facilities,

cultural opportunities and places to live, to work, to stay, to eat and to relax in the area, providing more opportunities in a waterfront setting. Development of the Hard may allow for expanding the Gunwharf Quays complex.

The critical mass that could be developed with the naval base land, The Hard, and any expansion of Gunwharf Quays will need to have improved connectivity through Queen Street to the current city centre. That connectivity can create a city centre that leads from the Victory retail park in the north to the Hard and Gunwharf waterfront, offering retail, heritage, employment, housing and visitor attractions and creating a city centre of sub-regional significance. Such a major and ambitious regeneration plan would lend itself to consideration by the Solent Local Enterprise Partnership for a bid for the Regional Growth Fund.

“ If you don't create your reality,
your reality will create you ”

– Lizzie West

Southsea will be supported to keep its distinctiveness as an independent retail provider. Plans for improvements to Osborne Road and lower Palmerston Road are ready to be implemented when funding is available. The district retail centres such as North End, Cosham and Fratton face contraction and consolidation as spending and shopping patterns change and will be looked at individually to make appropriate improvement to enhance the local community shopping experiences.

We will:

- submit a Portsmouth Tax Incremental Finance (TIF) bid to HM Treasury, with input and support from other partners where possible
- develop mechanisms (including a Community Infrastructure Levy (CIL) or s106 agreement) to provide a long-term solution for funding for flood defences and infrastructure.
- bid for Regional Growth Funding for key strategic sites via the Solent Local Enterprise Partnership
- attract major developers to form a development partnership (possibly via a local asset back vehicle) to deliver key sites
- proactively target hotel developers and operators to invest in the city

City image

A survey of local businesses in 2006 demonstrated that perceptions of the city range from “very positive” to “very negative”, with the city’s image named as one of the advantages of doing business in the area but “city reputation” named as a disadvantage.

Perceptions of Portsmouth and wider south Hampshire are central to the success of the area.

Confidence in the city and sub-region’s economic future will influence investors and directly affect regeneration and growth. Perceptions of Portsmouth as a place to live will affect the decisions of businesses to locate to the area, and image and appearance will affect the number of visitors attracted. It is therefore imperative that we promote the strengths of the area and address any weaknesses in its image.

Detailed research on the image of Portsmouth was carried out in 2006 (4). This found that although the city has numerous excellent historical and natural assets, it was perceived to have an air of decline, with many high profile areas in need of investment. It was thought that the city environment failed to match the expectations created by high quality marketing, having neither the cosmopolitan cultural variety of other larger cities or the “heritage chic” offered by smaller towns and cities.

The research also indicated that nearby shopping destinations such as Chichester, Southampton and Brighton offer a far more attractive retail experience than Portsmouth. Gunwharf Quays has now established itself and put the city on the map for shopping and leisure, attracting around 6million visitors a year, and the cultural activity has broadened. However, there is a need for substantial investment in the city’s other main shopping centre at Commercial Road.

This is especially important because the visitor economy is

valuable to Portsmouth, particularly in shaping perceptions of the city. Every year, Portsmouth attracts around 7.6 million visits, generating approximately £373million in visitor spend (5). This supports much needed jobs, facilities and services for local people. A recent study (6) valued seaside tourism in Southsea alone as worth £58million to the local economy and found it supported 2900 jobs. However, although a lot has been achieved Southsea and the seafront is still in need of investment to revitalise and modernise its attractiveness.

There are actions that can be taken to promote strong and consistent messages and position the city to compete with other destinations. Reinvigorating our approach to city branding and promotion will be a key part of this, including the development of materials to appeal to a range of audiences, emphasising the strengths of the whole sub-region, but also the unique nature of Portsmouth

We will:

- involve local business expertise to develop city branding and promotion of key messages

City living

Portsmouth offers enviable lifestyle opportunities. This is important in ensuring that residents have the chance to fulfil their potential and also in encouraging employers to locate to the area.

The city has a strong urban character, but whilst it is densely developed, it also has about 900 hectares of open space and a wealth of natural habitat and conservation areas. It has an impressive waterfront, offers a

(4) City of Portsmouth: Image and Vision; Harrison Fraser, May 2006

(5) The Economic Impact of Tourism on Portsmouth in 2005; Tourism South East



multitude of leisure experiences ranging from sports, beaches and retail complexes. Research to judge the vitality and “buzz” of a place rated Portsmouth’s cultural offer 26th out of 376 local authority areas, which suggests that the city, already a strong national cultural contender, has strong potential for further growth (7).

Portsmouth could achieve more in terms of making the most of the cultural life of the city, ensuring that residents and visitors benefit from the richness of lifestyle available. Over the coming years,

the city’s cultural offer will be nurtured through a broad range of local, regional, and national partnerships involving the public, private and voluntary sectors. There are two theatres, the New Theatre Royal and the Kings Theatre in Southsea, plus the Guildhall, all of which offer complimentary music and stage productions.

As Portsmouth’s creative and cultural life expands, so too it is hoped that the city’s reputation as a cultural city will grow locally, regionally, nationally and internationally.

However, the lifestyles offered by the city are only one element that will encourage people to feel able to make a home in the city. Portsmouth needs good quality schools and facilities, and this is being tackled through the city’s plans for educational transformation and for providing infrastructure for development of key sites.

The quantity, quality and range of city housing requires further work. Portsmouth has aging housing stock in varied condition. The city council owns 17,000 homes, mainly in estate locations, which have been brought up to a generally good standard by a programme of improvement over recent years.

It is important for the city that there are enough homes for all those who need them – including family and so-called “executive” housing if investment is to be attracted. It is also important that the homes are in the right locations, and of the right sizes and quality.

We will:

- continue to provide and support a range of housing opportunities through development of key sites and improve existing housing stock, including reducing carbon emissions
- enhance the wide-ranging cultural offer of the city.

(6) The Seaside Tourist Industry in England and Wales: employment, economic output, locations and trends; Christina Beatty, Steve Fothergill, Tony Gore and Ian Wilson, Sheffield Hallam University 2010

(7) Local Amenties Barometer; Local Futures Group, 2008

Implementation and monitoring

This Strategy is entirely complementary to the sub-regional strategy for economic development developed by PUSH and supports all the transformational actions set out in that document. The successful development of the sub-region is critical to the success of Portsmouth and many actions will develop as joint working initiatives.

The strategy is also developing against the backdrop of emerging Local Enterprise Partnerships (LEPs). While the exact detail of what powers and/or funding will be vested in LEPs is still becoming clear, they can be expected to play a significant role in the distribution of Regional Growth Funding (c£1.4bn) and influencing other investment decisions. They will have a significant business emphasis and are to be based on 'functional economic areas' not historic administrative boundaries. Portsmouth has been a significant contributor to a PUSH-wide bid for the Solent LEP and will increasingly be working with

partners to maximise the competitive advantage of the area.

However, strong local governance to ensure the delivery is critical. Therefore the Portsmouth Local Strategic Partnership will continue to oversee progress in implementing the strategy, thus reflecting the strong partnership dimension of the document. It is also recognised that the council is in many areas a lead partner, and will therefore establish a Regeneration Strategy Implementation Group, under the leadership of the Strategic Director for Regeneration, to lead on the implementation and delivery of actions set out within the document and to lead reporting to overseeing bodies. Within the council a regeneration delivery team will be established bringing together expertise from multi-disciplines internally and externally to deliver major projects. It is acknowledged that these arrangements may change as the role of the LEP is more defined and more sub regional work is agreed.

The success of the Strategy will be monitored by the extent to which the actions set out in the

document are achieved, but also by considering the outcomes they bring about. Therefore, the Regeneration Strategy Implementation Group will regularly consider latest data and intelligence on issues such as employment, business start-up and growth, productivity and consider what this information tells us about the success of the strategy, and what further actions or adjustments are needed to secure the improvements we want to see.

Therefore we will:

- establish a regeneration strategy implementation group to oversee delivery and
- establish a regeneration delivery team

Key actions and indicators are set out at Appendix 1.

We are interested in comments that you might have on this consultation document, especially:

- does the strategy give a clear idea of the vision for the city in the future?
- are the priorities outlined the right ones, given what we are trying to achieve?
- what can you do to contribute to the success of the strategy and how would you like to be involved?

Please send your comments to regen.strategy@portsmouthcc.gov.uk by 9 December 2010.

We look forward to receiving your comments, and working with you to shape the future of Portsmouth.





“ The minute you start thinking that you’ve

done it all, that’s when you’re in the rear view mirror ”

– Chris de Wolfe

APPENDIX 1. Implementing and monitoring the Regeneration Strategy

Key theme	Actions	Timescale for delivery	Associated indicators of performance
Supporting business and growth in the city	Facilitate stronger business-led city networks to engage local business with the Solent LEP	This work to begin end of 2010 and develop throughout 2011	Number of business start-ups New jobs created in the city Enquiries regarding investment Productivity data
	Work through business groups to encourage new business start-up, provide comprehensive support for business and attract inward investment	This work is underway and will continue in the short to medium term	
	Involve businesses with educational establishments to inspire young people as part of fostering a wider entrepreneurial spirit in the city	This is an ongoing and medium term strand of work	
Enhancing the competitiveness of the city : transport	Promote and assist the development of key growth sector companies, particularly knowledge based firms	This work is underway and will continue in the short to medium term	Number of business start-ups and relocations in the city Number of jobs created in the city New employment space/ business accommodation provided Productivity data
	Ensure the Local Transport Plan 3 supports the objectives of this strategy	The LTP is due for completion in early 2011 and actions arising will then be taken forward	
	Work with employers and skills providers through the Employment and Skills Board to ensure there is a direct correlation between skills and demand	Review of programme provision underway	
Enhancing the competitiveness of the city : workforce	Involve business in the development of a Schools Strategy and the 14-19 Strategy to deliver transformation in schools and improve the overall quality of education and opportunities for young people in Portsmouth	A Strategy for Schools is in development following the abolition of the Government's Building Schools for the Future Programme.	Rates of participation and achievement through adult learning Skills levels of residents Attainment data at KS4 Number of young people not in education, employment or training Quality data re post-16 education in Portsmouth
	The 14-19 Strategy is in final stages of development and will then be implemented		
	Work with partners to ensure new work and learning programmes target those in disadvantaged communities		
			Rates of participation and achievement through adult learning Skills levels of residents in key areas

<p>Enhancing city competitiveness – key sites and infrastructure</p>	<p>Submit a Portsmouth TIF bid to HM Treasury, with input and support from other partners where possible</p> <p>Bid for Regional Growth Initiative Funding for key strategic sites via the Solent LEP</p> <p>Develop mechanisms (including a CIL or s106 agreement) to provide a long-term solution for funding for flood defences and infrastructure</p> <p>Attract major developers to form a development partnership (possibly a Local Asset Back Vehicle) to deliver key sites</p> <p>Proactively target hotel developers and operators</p>	<p>Bid in draft with view to submission in Dec 2010</p> <p>Bid to be developed in 2011 working with partners</p> <p>Mechanism being developed as part of the draft infrastructure plan</p> <p>Ongoing discussions throughout 2011</p>	<p>New employment space and business accommodation provided</p> <p>New housing delivered</p> <p>Increase hotel bed spaces</p>
<p>Enhancing city competitiveness – city image</p>	<p>Involve local business expertise to develop city branding and promotion of key messages</p>	<p>Kick-off work in late 2010/ early 2011</p>	<p>City visitor numbers</p> <p>Evidence re Portsmouth perceptions?</p> <p>New retail floorspace provided</p> <p>Store vacancy rates</p>
<p>Enhancing the competitiveness of the city – city living</p>	<p>Continue to seek to provide a range of housing opportunities through development of key sites, and to improve existing housing stock, including reducing carbon emissions</p> <p>Seek to develop the wide-ranging cultural offer of the city.</p>	<p>Ongoing work to reconfigure private housing stock offer to residents</p> <p>Work ongoing in the medium term</p>	<p>Data from stock condition surveys etc</p> <p>New homes provided</p> <p>Cultural participation data</p>
<p>Implementing and Monitoring the Strategy</p>	<p>Establish a Regeneration Strategy Implementation Group to oversee delivery of the Strategy</p> <p>Establish a Regeneration Delivery Team</p>		

“ If you don’t know where you are going,

you will probably end up somewhere else ”

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