



NOTICE OF MEETING

CABINET MEMBER FOR PLANNING, REGENERATION & ECONOMIC DEVELOPMENT

TUESDAY, 4 SEPTEMBER 2018 AT 4.00 PM

THE EXECUTIVE MEETING ROOM - THIRD FLOOR, THE GUILDHALL

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

CABINET MEMBER FOR PLANNING, REGENERATION & ECONOMIC DEVELOPMENT

Decision maker -

Councillor Ben Dowling (Liberal Democrat)

Group Spokespersons

Councillor Donna Jones, Conservative

Councillor Judith Smyth, Labour

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

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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 (Pages 5 - 44)**

The report by the Director of Culture and City Development gives an update

on marketing activity undertaken by the Visitor Services Team in 2017 and 2018 to promote Portsmouth in line with the long-term Visitor Marketing Strategy. The report also seeks to demonstrate how minimal marketing budgets have been maximised to the greatest effect and to outline proposed marketing activity for the rest of 2018/19.

RECOMMENDED that the Cabinet Member for PRED:

- (1) notes the annual achievements in the City's marketing and branding plans particularly the buy in from destination partners to support marketing campaigns.**
- (2) agrees the continuation of the marketing communications plan for 2018/19 as shown in Appendix 2.**

4 MMD (Shipping Services) Ltd and Portsmouth International Port Trading Results and Capital Outturn Report 2017/18 (Pages 45 - 50)

The information report by the Port Director highlights the salient points for both the trading results of MMD (Shipping Services) Ltd and Portsmouth International Port for the year ending 31 March 2018, and their capital programmes.

5 Port Marine Safety Code (PMSC) - annual external audit findings (Pages 51 - 54)

The information report by the Port Director provides information about the 2018 Port Marine Safety Code External Audit at Portsmouth International Port carried out by Marico Marine and Risk Consultants Ltd.

6 Forward Plan Omission - Drift in the City proposed demolition

The Drift in the City Proposed Demolition report by the Director of Regeneration was omitted from the Forward Plan covering 13 August to 15 October 2018 (published on 13 August 2018). The Chair of the City Council's Scrutiny Management Panel has been notified and a public omission notice published.

RECOMMENDED that

- (1) the omission to the Forward Plan covering September 2018 be noted**
- (2) that publication of the omission notice be noted**

7 Drift in the City (Guildhall Square, Portsmouth) - proposed demolition (Pages 55 - 64)

A report by the Director of Regeneration and Assistant Director City

Development attached.

The purpose of the report is to seek authority to demolish Drift in the City. The reason for the proposed demolition of the building is to carry out public realm improvements. The reason for the late inclusion of this item is that the timescales for demolition are such that demolition would need to take place before the schedule of winter events that will take place in Guildhall Square and the City Centre.

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Title of meeting:	Planning, Regeneration and Economic Development (PRED) Decision Meeting.
Date of meeting:	4 September 2018
Subject:	Portsmouth and the Visitor Economy - update on activity
Report by:	Director of Culture and City Development
Wards affected:	All
Key decision:	No
Full Council decision:	No

1. Purpose of report

- 1.1 To update on marketing activity undertaken by the Visitor Services Team in 2017 and 2018 to promote Portsmouth in line with the long-term Visitor Marketing Strategy.
- 1.2 To demonstrate how minimal marketing budgets have been maximised to the greatest effect.
- 1.3 To outline proposed marketing activity for the rest of 2018/19

2. Recommendations

- 2.2 **To note the annual achievements in the City's marketing and branding plans particularly the buy in from destination partners to support marketing campaigns.**
- 2.3 **To agree the continuation of the marketing communications plan for 2018/19 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 9.4 million visitors in 2015 (8,700,000 day visitors and 737,000 staying visitors), contributing £610.3 million to the local economy. The latest employment figures show 12,777 jobs are now supported by tourism. This represents 12.1% of all jobs in the city.¹ (See appendix 3 - charts showing growth 2008-2015).

¹Economic Impact of Tourism - Portsmouth 2015, Tourism South East

- 3.2 There have been major improvements to the city's tourism offer in recent years, including the re-opening of the Mary Rose Museum in the Historic Dockyard, the opening of the new Hotwalls Studios in Old Portsmouth and, in early 2018, the transformed D-Day Story with exterior landscaping and interactive water feature in front of Southsea Castle.
- 3.3 Major sporting and music events have also made a great impact on the city, raising its profile both nationally and internationally. Victorious Festival continues to grow in stature and popularity. Meanwhile, Ben Ainsley's racing team, now part of the INEOS brand, has achieved new investment to challenge a second time for the America's Cup.
- 3.4 The largest ship ever built for the Royal Navy, HMS Queen Elizabeth, arrived in Portsmouth in 2017, swelling visitor numbers and providing more widespread exposure for the city.
- 3.5 Work continues to strengthen the 'Portsmouth, the Great Waterfront City' brand, through use on all domestic and international marketing collateral in print and online, use in partner campaigns and for events such as the London Underground campaigns and the World Travel Market.
- 3.6 Locally, the Great Waterfront City brand is used in transport signage and on taxi livery, for example. Gunwharf Quays has also recently added waterfront to its new branding: 'Gunwharf Quays, waterfront outlet shopping'.
- 3.7 The approved Visitor Marketing Strategy sets out the strategic direction of tourism marketing for three years from March 2017. 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, grow visitor numbers and generate income.
- 3.8 The strategy was 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 - made up of key stakeholders across the city and region.
- 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 takes into consideration the evolution of tourism in England over the past five years, including, most recently, the market post-Brexit. It considers 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.

- 3.11 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.
- 3.12 National, regional and local partnerships remain a key element of the strategy, which sees us working with regional bodies, as well as national and international bodies such as Visit England and Visit Britain, to take advantage of routes to market through trade exhibitions and overseas events.
- 3.13 A new Destination Steering Group will be developed this year with the initial Chair being Helen Bonser-Wilton, the CEO of the Mary Rose. This group will build on a successful platform of cooperation working and will be key to encouraging greater buy-in from businesses across the destination to new campaigns and projects, complementing the activity already taking place.

4. Overview of marketing activity undertaken in 2017-18

- 4.1 Marketing collateral was produced in the form of 60,000 Portsmouth Visitor Guides and 168,000 Mini Guides, in six languages. These publications have been distributed extensively throughout the UK and overseas. Preparations are now underway for the 2019 publications.
- 4.2 In 2017 the Visitor Services Team took over the production of the marketing publications, including all advertisement sales, writing all the copy and working directly with the in-house design team to create the final designs.
- 4.3 The income from advertising (including the additional sales made) enabled the funding of the design and print of the 2018 guides, plus one additional part-time member of the marketing team. This will continue to be the case this financial year for the 2019 publications.
- 4.4 The team also manages the destination's principal marketing tool, the Visit Portsmouth website, annual costs of which are funded from on-site advertising each year.
- 4.5 In line with the 2017 Visit England themes, seasonal campaigns were run during 2017/18, which targeted different audiences (as defined in the marketing strategy). The general themes were: City Breaks/Coastal Tourism and Wellness/Cultural Tourism. These were further refined depending on the time of year and audience demographic.
- 4.6 The main channels used for these campaigns were digital, PR and outdoor; the latter being run in conjunction with our major destination partners (Portsmouth Historic Dockyard, Gunwharf Quays and Emirates Spinnaker Tower).

- 4.7 The outdoor campaign ran for 4 weeks in July 2017 across 100 London Underground poster sites, supported online via Visit Portsmouth and partner websites. The posters were viewed by 2,639,500 people around 7.27 times each giving a reach of 19,189,165 views.
- 4.8 The Visit Portsmouth website ran banner adverts for each campaign. The website was visited over 901,580 times in the year 2017-18. The London Underground campaign helped drive a 13.3% month-on-month increase in site Visits, with better quality traffic too (Pages Per Session were up 1.72% and Average Session Duration rose 1.3%, whilst Bounce Rate dropped by 0.14%).
- 4.9 Facebook activity continued to grow steadily, with notable growth in the London and West Midlands regions (both target markets). The Facebook page now has over 34,400 Page Likes (a 14.7% year-on-year increase and exceeding the KPI of 33,000 likes), with an annual Post Reach of nearly 6.3 million people (a 34% year-on-year growth).
- 4.10 On Twitter the audience grew from around 10,400 to just over 12,800 followers in the past year (a 23.1% annual increase v KPI of 15%). This works out as an average of 7 new followers every day. On a typical month tweets reached 59,800 people, rising to 71,700 in the summer months.
- 4.11 Visit Portsmouth also has both iPhone and Android apps which have been downloaded more than 10,000 times.
- 4.12 Regular e-newsletters are sent out detailing the big events happening in any given month, as well as one-off mail outs for Easter, half-term, Christmas etc. This has also formed part of our advertising offer, with attractions paying to have more prominence in our mail outs, as well as on the Visit Portsmouth website.
- 4.13 A Christmas campaign in 2017 highlighted the seasonal offer in the city and also included a specific digital campaign for venue partners consisting of a 'Shows' banner on the home page of Visit Portsmouth and a dedicated landing page showcasing all the great evening entertainment on offer. This was supported by a social media push through Visit Portsmouth and a PR campaign organised by the venues themselves.
- 4.14 Press and public relations continues to be a key marketing tool. Our service level agreement with Tourism South East (TSE) includes, along with a range of marketing support, a PR service for the destination. This sees TSE pitching stories and responding to media enquiries for travel, short-breaks and holidays. During the course of the year, TSE successfully pitched 37 stories to regional, national, international and online publications.
- 4.15 From January to September 2017, TSE secured 3 press trips (one of which resulted in a quarter-page article in The Sun highlighting short breaks for families). In the final quarter of the year they were asked to refocus their efforts to concentrate on the launch of the new D-Day Story; this resulted in 12 preview trips by journalists, a

half-page article in The Sunday Times Travel section prior to its opening, and a piece in the Sunday Telegraph in June 18.

- 4.16 Tourism South East organised a Go China meeting in London in March 18, attended by 20 Chinese journalists and writers. Visit Portsmouth, Gunwharf Quays and the University of Portsmouth attended and, as a result, journalists from the Chinese news website NetEase visited the city in May. As a result of their tour around Portsmouth they published a very positive review on their website.
- 4.17 The opening of the new bus station at the Hard in 2017 provided an opportunity to improve the welcome to the city by reinstating a Visitor Information offer in this major visitor arrival point. The new Visitor Information Pod has been warmly welcomed by visitors and local residents and is funded through the sales of vended food and drink, gifts and attraction tickets. It is worth noting that the loss of any of these income streams would mean the Information Point would no longer be sustainable.
- 4.18 The Visitor Information Service includes Information Points in both the new D-Day Story and Portsmouth Museum, offering a great pre-visit service and welcome to visitors. This encourages them to make the most of their time in the city and, crucially, to stay longer and spend more. The service also manages Portsmouth Tourism Guiding Service and Portsmouth Greeters, both of which offer a valuable service, enhancing a visit to the city.
- 4.19 Group market - work has continued to market Portsmouth to the Travel Trade, working with partners across the destination to attend trade fairs, arrange familiarisation trips, work with Tour Operators and Travel Agents, and promote joint offers for groups visiting the city.
- 4.20 Business tourism - we continued working with the Hampshire Conference Bureau to promote hotels and conference venues in the city, and to organise familiarisation trips for conference and event organisers. This resulted in two successful familiarisations trips to the city taking place in 2017-18.
- 4.21 Further promotion to the European market has taken place through joining TSE's Near Europe and Scandinavia campaigns, as well as attendance at the successful Vakantiebeurs consumer show in Utrecht, Holland, and ITB Berlin, Germany. Working with partners enables us to attend international trade fairs and events by pooling resources and sharing stand time etc.
- 4.22 Portsmouth also achieved coverage in the US. Although we were unable to attend the Visit Britain US marketing event in Los Angeles, the National Museum of the Royal Navy attended and took our destination marketing material on our behalf.
- 4.23 The team has also represented Portsmouth at major national and international marketing events such as ETOA's (European Tour Operators Association) Britain and Ireland Marketplace and Visit Britain's flagship event, Explore GB. For the third successive year Portsmouth had a standalone presence at the World Travel Market

event in London, with partners Portsmouth Historic Dockyard and Emirates Spinnaker Tower.

5. Marketing activity - April 2018 to date

- 5.1 Much of the marketing activity undertaken in 2017-18 will be repeated in 2018-19, as these are efficient and effective ways to promote Portsmouth to the different market sectors - for example we are continuing the use of the SLA with TSE for Press and PR coverage and are targeting the group and business markets through joint working with destination partners. (Appendix 4 shows partner contribution for major campaigns)
- 5.2 International markets will be reached by attending the large national marketing events: VIBE (Visit Britain's International Business Exchange), Britain and Ireland Marketplace and Explore GB (Visit Britain's flagship international marketing event).
- 5.3 Portsmouth will be promoted direct to the international market by attendance at three trade fairs in northern Europe and as part of a Scandinavian campaign with TSE. Initial PCC spend for this campaign is in the region of £1,400, with partners contributing just over £4,000.
- 5.4 Since the beginning of March 2018, there has been a strong focus on the opening of the D-Day Story, with the launch of the new website, branding, experiential marketing, and advertising campaigns all being initiated in order to create brand awareness and drive visitor numbers. The team has supported this with a landmark poster at Waterloo station, across social media and with links to the Visit Portsmouth website.
- 5.5 In line with the Marketing Communications Plan for 2018-19, the destination marketing is customer-centric and 'always-on', with Visit Portsmouth running concurrent partner campaigns highlighting the diversity and breadth on offer within the city. Using digital, social media and publications, the success of these will be measured at the end of the year as previously (see paragraphs 4.8 - 4.10).
- 5.6 There will also be Portsmouth City Council's seasonal online campaigns tailored towards Attractions, Shopping, Culture and the Waterfront, plus specific event campaigns such as Christmas in the City and Evening Entertainment.
- 5.7 The major destination partners (PCC, Gunwharf Quays, Emirates Spinnaker Tower, National Museum of the Royal Navy, Mary Rose) have developed a joint domestic marketing campaign to promote Portsmouth in London in July and October 2018.
- 5.8 The London campaign includes coverage on the London Underground stations: 100 posters for 4 weeks in July and 50 posters for a further two weeks in October, supported online with banner adverts on the Visit Portsmouth website and a digital social media campaign.

- 5.9 The overall cost of this campaign is £55,000, with PCC contributing £11,000 and partners £44,000. The campaign will also fund joint attendance at the World Travel Market in November, promoting Portsmouth at this global event.
- 5.10 The team also leverages national campaigns, localising them for events happening in the city e.g. English Tourism Week, Heritage Open Days and Armed Forces Day.
- 5.11 In 2018 the Visitor Information Service launched a new online training module 'Portsmouth Champions' aimed at staff and volunteers who work on the front-line in the city interacting with visitors. This is a free-to-use training resource that anyone can access and we will continue to push this out across the destination.
- 5.12 The Visitor Services and Development Manager has worked hard to try and access funds from the Visit Britain Discover England Fund budget. Successes have seen Portsmouth included in the 'Connections Project' and the 'Creating England's Literary Legends' project. Both of these projects are aimed at the US Travel Trade market with Portsmouth highlighting the D-Day Story connection and Dickens and Doyle.
- 5.13 The team supports the International Port to encourage more cruise call passengers to spend time in the city; we are currently working with partners to create a number of themed itineraries to market tours into Portsmouth by cruise ships visiting both the city and nearby Southampton. These itineraries can also be used for group marketing.
- 5.14 In July and August a qualitative research project is being undertaken, with the majority of funding coming from the East Solent Coastal Partnership team. This will enable us to better understand the demographics and drivers of consumers visiting Portsmouth and enable us to identify the best target markets for future destination marketing to maximise engagement.

6. Reasons for recommendations

- 6.1 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.
- 6.2 To agree continued marketing of the city in line with the Visitor Marketing Strategy 2017-20.

7. Equality impact assessment (EIA)

- 7.1 An EIA is not required for this report. This is a report on current marketing activity derived from an existing marketing strategy that looks to increase visitors and spend. The report does not have any impact on local groups or services.

8. Legal comments

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

9. Director of Finance comments

9.1 The approved budget resources of the Tourism Service has been fully utilised to support the marketing campaigns detailed in this report. The success of these can be attributed to the strong focus on Partnership working with other PCC departments, stakeholder organisations in the City and both national and international partners.

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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 2018-19
3. Chart of Economic Impact Estimates 2008-2015
4. Charts of planned activity 2018-19 with partner contributions

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:

Title of document	Location
The Economic Impact of Tourism Portsmouth 2015, Headline Figures, Tourism South East	Document available on request.

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by on 4 September 2018

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Signed by:
Cabinet Member 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.¹ 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 2013.²

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.

¹ Culture and City Development Business Plan 2016-19

² 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 trips³ where £2.57bn was spent.

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.

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

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.⁴ The growth of digital platforms and use of social media means that consumers have an increasing amount of choice as to how 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 England⁵.

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 tourism⁶. Studies by the National Coastal Tourism Academy⁷ 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.⁸

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.⁹ Consideration therefore needs to be given to the way in which products are marketed, as well as to who, and how they are marketed.

⁴ Ofcom – *Internet access households and Individuals 2016 statistical report*

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 Portsmouth¹⁰ 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.

¹⁰ *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 2019¹¹
2. Increasing the number of overnight stays by 8% by 2019¹²

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 strategy¹³ 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.¹⁴

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.¹⁵ 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

¹¹ Culture and City Business Development Plan 2016-19 key performance measures

¹² Culture and City Business Development Plan 2016-19 key performance measures

¹³ Portsmouth's Regeneration Strategy, Shaping the Future of Portsmouth

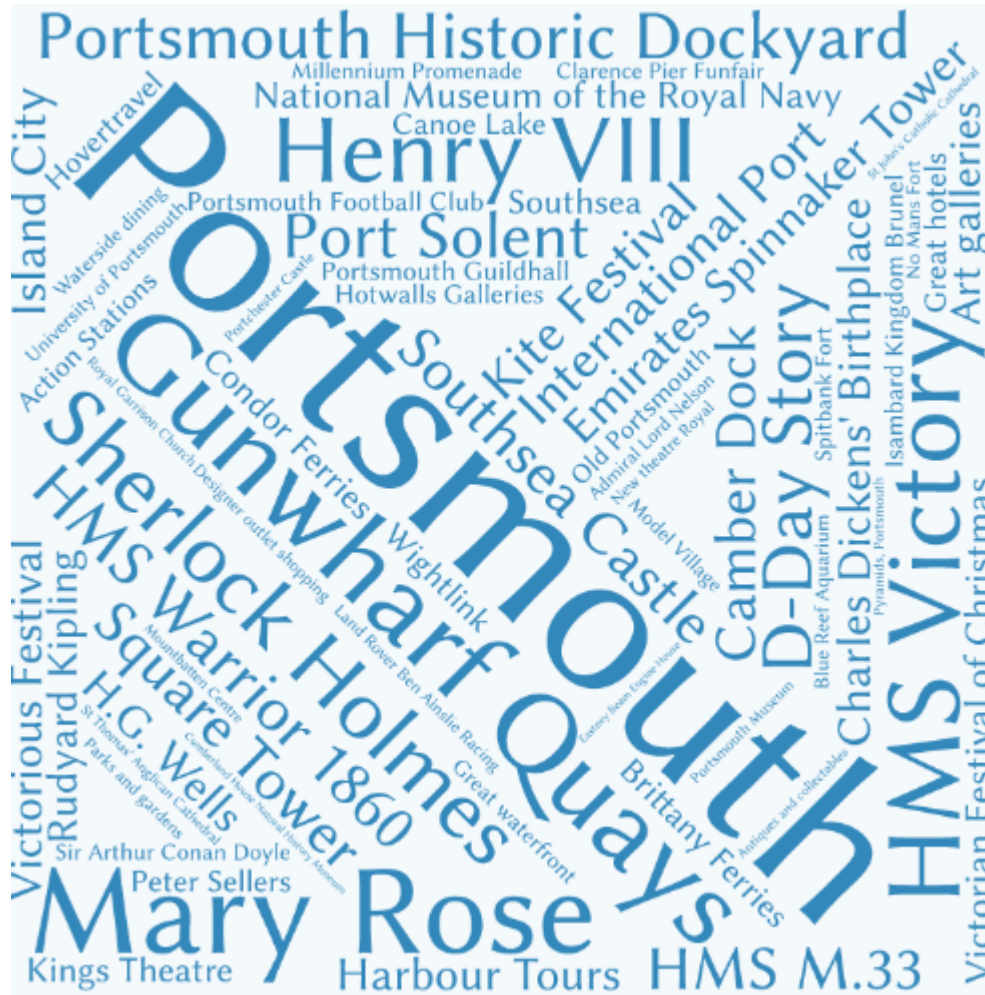
¹⁴ Cultural and City Development Plan 2016-19

¹⁵ Business Plan on a Page 2016-19, objective 4.

- 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.

What Portsmouth has to Offer

Portsmouth has a wealth of maritime history, cultural and lifestyle attractions, with excellent transport routes within England and on to European destinations. Once here on a day visit, or a short break, there is so much to see and do:



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. BRIC¹⁶ 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.

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

¹⁶ Brazil, Russia, India China

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 2016¹⁷ 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.
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.

¹⁷ www.businessvisitsandeventspartnership.com

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.¹⁸

- 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.

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.

¹⁸ Portsmouth City Council Events Strategy

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.

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MARKETING COMMUNICATIONS PLAN 2018-19

Introduction

The marketing communications plan for 2018-19 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. As with last year, the limited budget and resources mean 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 larger destination partners 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.

Our marketing in 2018-19 will be 'always-on' i.e. customer centric so whether the consumer is at the exploratory stage or the planning stage it sufficiently engages with them and gives them the knowledge to continue their customer journey. Target audiences and motivations for visiting Portsmouth are broad so this approach will be supplemented with targeted campaigns and seasonal promotions or events; thereby continuing to drive brand awareness further engagement in order to ultimately drive up visits to the city.

Major events are another main driver for tourism and we will work with the relevant partners of these events to increase awareness and drive footfall to the city. However there are currently no 'hero' events such as we've had in recent years (e.g. arrival of the QE Class Carrier; America's Cup etc.) so any campaigns are likely to be less impactful and should not be relied on to significantly boost visitor numbers.

We will also leverage any national tourism themes, in particular Visit England's global campaign 'I travel for...' by tailoring it to local experiences, attractions and events, and continue to engage with the group, business, international and conference markets through trade events, newsletters, familiarisation trips and online channels.

Overall, this will give us a multi-layered marketing plan that maximises the budget and delivers a rich and varied offer throughout the year and importantly, allows us to measure effectiveness of individual campaigns.

Target Markets and Key Messages

Target Markets and Key Messages remain the same for 2018-19.

- Empty Nesters (50+)
- Aspiring Homemakers (31-35 single or couples with young families)
- Domestic Success (within 2 hours drive time of Portsmouth)

Key Messages:

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

Whereas last year we ran specific themed campaigns to specific markets, the nature of 'always-on' marketing means we will naturally be targeting all markets all of the time, covering all the key messages. Where there are specific events or offers we want to communicate to visitors we can segment these audiences and specifically target the relevant sector with paid-for online campaigns or newsletters or via partner communication channels.

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.

Marketing Communications Planner - Major Campaigns

Activity	Date	Objective	Product Offerings/Themes	Communication Channels	Success Metrics
Always-On marketing	All Year	Be customer-centric and give the consumer the opportunity to access information as when they want, in the manner they want to allow them to make informed decisions and move easily through the customer journey.	Gunwharf Quays Mary Rose NMRN Victorious PCC products Events	Digital Social Media Publications	Page visits Reach on social media Brochure distribution and feedback
Tailored PCC Campaigns - Seasonal	All year	Awareness of the wide and varied attractions and things to see and do no matter the weather/season.	Attractions Shopping Culture Waterfront	As above	As above
Event/Attraction-specific campaigns	All Year	Drive up visitors to specific events or attractions - where pertinent include offers.	D-Day Story Evening Entertainment Christmas in the City Food and Drink Family Fun LU campaign (with major DM partners)	Digital - free and paid for & social media Publications London Underground posters Landmark LU poster for D-Day	Page visits Reach on social media Brochure distribution and feedback National media coverage
Localisation of national campaigns	Across the year	Leverage national campaigns and impact by localising marketing messages	Heritage Open Days Armed Forces Day English Tourism Week	Website/PR Social Media E-newsletters	Page visits Media coverage

Marketing Communications Planner: International, Group, Business and Conference Markets

Target Market	Activities/Events/Communication Channels	Lead Partners	Key Themes
<p>Europe</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 38</p>	Near Europe and Destination Nordics TSE campaigns	Visit Britain	<p>Great Waterfront city Heritage v Modern Authentic English city D-Day/World War II Great welcome!</p>
	Vakantiebeurs , Salon des Vacances and ITB Berlin: consumer/trade shows	ETOA	
	Explore GB	Tourism South East	
	Britain and Ireland Marketplace	Destination partners	
	VIBE		
	E newsletters		
	Press Trips/ PR - VE/VB press enquiries Sales Missions		
	Destination partners including Brittany Ferries		
	International Port		
<p>China</p>	China Holidays Partnership	Visit Britain	<p>Great Waterfront city Iconic shopping brands Heritage v Modern</p>
	China Sales Mission	Tourism South East	
	China Guide to SE England (in Mandarin)	(Half year only - being taken up by Gunwharf Quays as lead from July 2018.)	
	China website		
	Social Media campaign with weibo and wechat		
	Trade delegations		
	Explore GB		
	VIBE		
	Britain and Ireland Marketplace		
	PR - VE/VB press trips		
	Visit Britain - China charter mark		

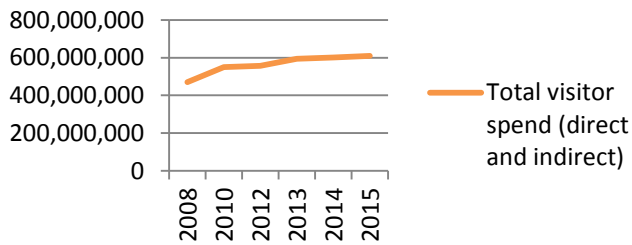
Appendix 2 - Marketing Communications Plan 2018-19

Target Market	Activities/Events/Communication Channels	Lead Partner/s	Marketing Messages
North America Rest of the World	Discover England Fund	Visit Britain	D-Day Story Literary Connections Great Waterfront city Maritime Heritage
	Explore GB	Visit Portsmouth	
	PR - VE/VB press enquiries, press trips/bloggers	Destination Partners	
	World Travel Market		
Group Travel	World Travel Market	Destination Marketing Partnership partners/ Regional partners	Accessible location and city Great Waterfront City World class attractions and events Great places to eat, drink and sleep Great base for exploring
	Excursions		
	South West Travel Show		
	Great for Groups South		
	Great for Groups Central		
	Group Leisure and Tourism Show		
Business and Conference Market	Familiarisation visits and Meet GB events	Hampshire Conference Bureau	Accessible location and city Unique venues - diversity of offer Growing hotel stock
	Business guide	Shaping Portsmouth	
	Website		

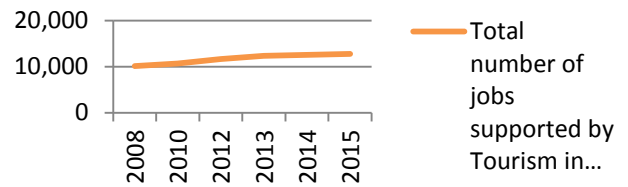
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Appendix 3 - Charts showing Economic Impact of Tourism Estimates, Tourism South East, 2008 - 2015

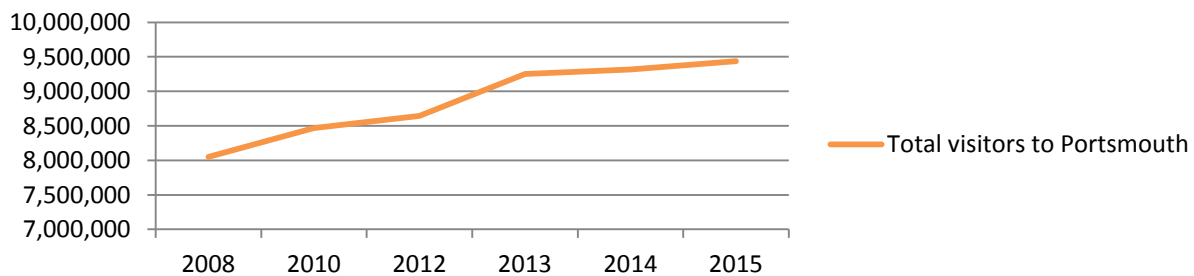
Total visitor spend (direct and indirect)



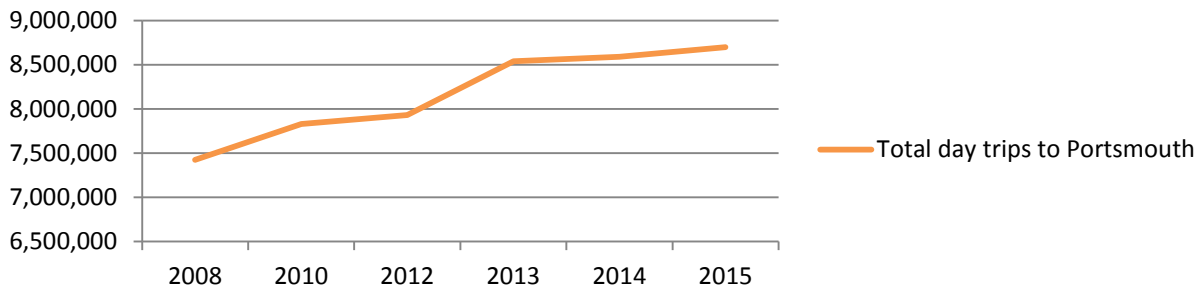
Total number of jobs supported by Tourism in Portsmouth



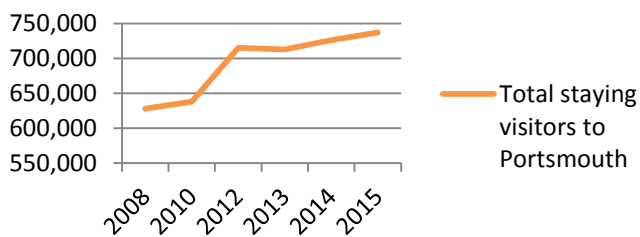
Total visitors to Portsmouth



Total day trips to Portsmouth



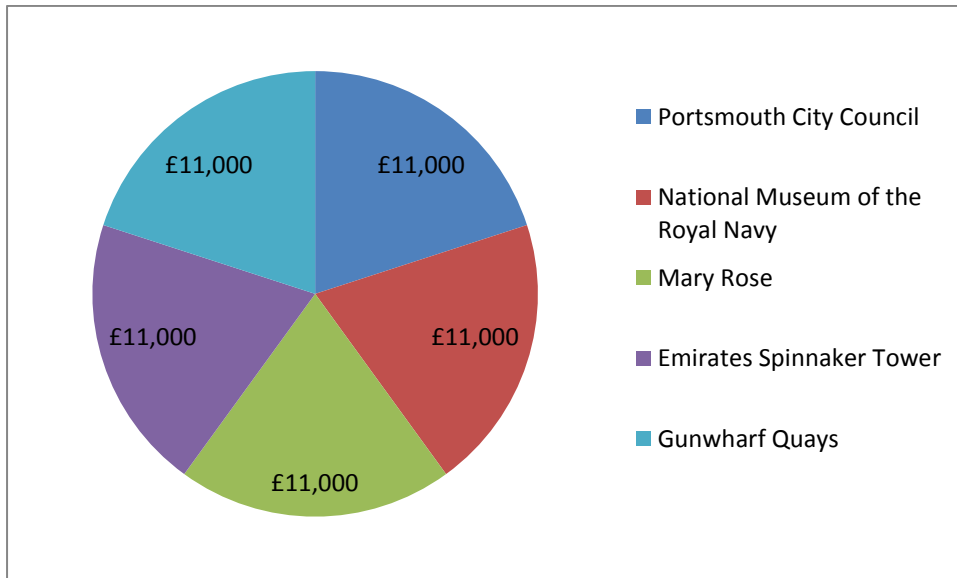
Total staying visitors to Portsmouth



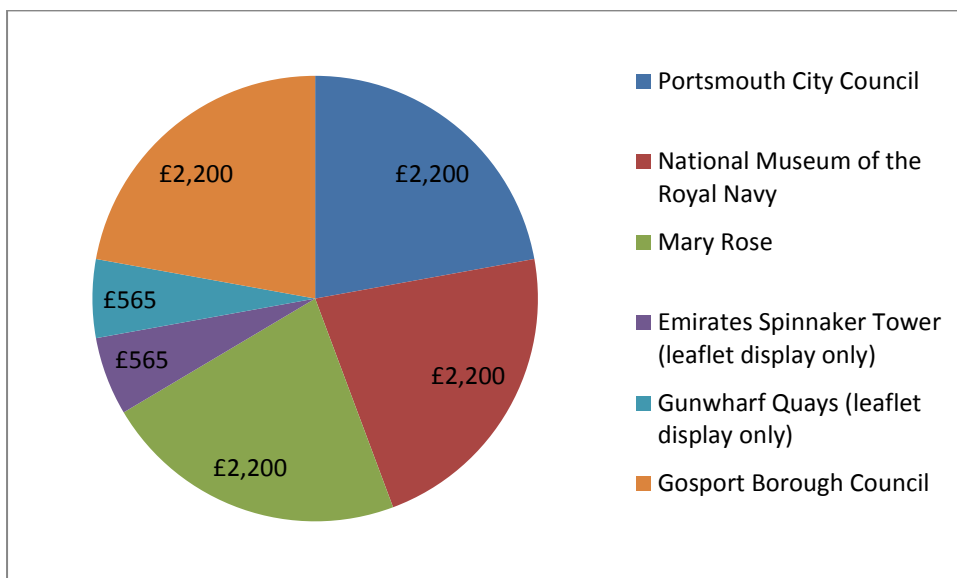
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Appendix 4 - Charts showing selection of 2018/19 planned activity including partner contribution

2018 London Campaign - London Underground and digital in July and October + World Travel Market



Destination Portsmouth (with Gosport) attendance at Trade Shows in 2019: Vakantiebeurs, Holland, Salon des Valances, Belgium and ITB Berlin, Germany.



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Agenda Item 4

THIS ITEM IS FOR INFORMATION ONLY
(Please note that "Information Only" reports do not require Equality Impact Assessments, Legal or Finance Comments as no decision is being taken)



Portsmouth
CITY COUNCIL

Title of meeting: Planning, Regeneration and Economic Development

Subject: MMD (Shipping Services) Ltd and Portsmouth International Port Trading Results and Capital Outturn Report 2017/18

Date of meeting: 04 September 2018

Report by: Port Director

Wards affected: All

1. Requested by

1.1 Director of Finance and Information Service & Section 151 Officer.

2. Purpose

2.1 To highlight the salient points for both the trading results of MMD (Shipping Services) Ltd and Portsmouth International Port for the year ending 31 March 2018, and their capital programmes.

3. Revenue Position Summary

3.1 MMD's trading results for 2016/17 and 2017/18 are summarised in Table 1:

THIS ITEM IS FOR INFORMATION ONLY
(Please note that "Information Only" reports do not
require Equality Impact Assessments, Legal or
Finance Comments as no decision is being taken)



Table 1: MMD (Shipping Services) Ltd Trading Results 2016/17 & 2017/18

	2016/17	2017/18	Variance
	£000	£000	£000
Turnover	(15,512)	(13,159)	2,353
Cost of Sales	8,686	7,704	(982)
Gross Profit	(6,826)	(5,455)	1,371
Administrative Expenses	6,639	9,356	2,717
Other Operating Income	(241)	(4,201)	(3,960)
Operating (Profit)	(428)	(300)	128
Interest	215	199	(16)
Net (Profit) on Ordinary			
Activities Before Tax	(213)	(101)	112
Taxation	0	0	
Net (Profit) for the Year	(213)	(101)	112

3.2 The Port's trading results for 2016/17 and 2017/18 are summarised in Table 2 below:

Table 2: Portsmouth International Port Trading Results 2016/17 & 2017/18

	2016/17	2017/18	Variance
	£000	£000	£000
Turnover	(14,892)	(16,541)	(1,649)
Expenditure	8,136	8,171	35
Trading Surplus	(6,756)	(8,370)	(1,614)
Capital Charges	2,504	2,140	(364)
Insurances	197	280	83
IAS 19	468	638	170
Support Service Charges	376	522	146
Employee Benefit Accrual	19	(38)	(57)
Interest	30	1	(29)
Net (Profit) for the Year	(3,162)	(4,827)	(1,665)

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3.3 The combined financial position of MMD and the Port is summarised in Table 3 below:

Table 3: Combined Trading Results 2016/17 and 2017/18

	2016/17	2017/18	Variance
	£000	£000	£000
Turnover / Other Operating Income	(30,645)	(33,901)	(3,256)
Total Cost	27,270	28,973	1,703
Net (Profit)	(3,375)	(4,928)	(1,553)

3.4 MMD and the Port produced a combined income of £33.9m and a net profit of £4.9m in 2017/18. Net profit in 2017/18 was £1.6m higher than in 2016/17.

3.5 The Port's 2017/18 net profit of £4.8m was £1.6m more than the £3.2m generated in 2016/17.

3.6 The below sections analyse the financial results in greater detail.

4. MMD (Shipping Services) Ltd Trading Results

4.1 Stevedoring

4.1.1 Sales in 2017/18 were lower than in 2016/17. The reduction was primarily due to Geest transferring its business to Dover and Cool Carriers cessation of trading.

4.1.2 Gross profit stood at 43% in 2017/18, which compares to 55% in 2016/17.

4.2 Haulage

4.2.1 The haulage concession remained with NV Transport. The new distribution service allowed MMD to develop a solution for a wide range of customers. The basis of the agreement resulted in a rental of around £60,000 per annum.

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5. Portsmouth International Port Trading Results

5.1 Turnover

5.1.1 Overall the Port's turnover in 2017/18 was £1.6m higher than in 2016/17. The increase in income reflects an increase in Operational Dues as a result of a new operator agreement.

5.2 Expenditure

5.2.1 Expenditure (including capital charges and other corporate costs) in 2017/18 was £16,000 lower than in 2016/17.

5.2.2 The largest variance was driven by a change in the value of port assets. This reduced cost in 2017/18 by £360,000 compared to 2016/17. This was offset in part by an increase in pension scheme costs, which increased 2017/18 expenditure by £170,000.

5.2.3 Employment costs were £220,000 higher in 2017/18 than in 2016/17 as a result of a staffing restructure. Dredging costs were £190,000 lower in 2017/18 because of a large dredging scheme in 2016/17. Support service charges from Portsmouth City Council in 2017/18 were £150,000 higher than in 2016/17 because of an increase in council services provided to the port.

6. MMD (Shipping Services) Ltd Capital Position

6.1 During 2017/18 MMD invested £1,664,000 in a replacement Forklift fleet. The company also purchased a Bromma for crane 7 for £116,000 and incurred commissioning costs for crane 7 of £32,000.

6.2 The company continued to invest in its terminal management software (£61,000 in 2017/18) and obtained two 40ft Skeletal trailers for £10,000. The fabric of the site ground continues to be a concern and £163,000 was spent on repairing the surface. Site safety and security remains a high priority and £28,000 was invested in enhancing CCTV coverage and effectiveness on site.

6.3 A deposit was paid on a new Reach stacker of £47,000, which is to be delivered in 2018/19 (full cost £314,400). This will enhance container handling capability and replace aging existing equipment which is beyond economic repair.

7. Portsmouth International Port Capital Position

7.1 Capital expenditure in 2017/18 totalled £8.7m. The majority of this spend was attributable to the replacement of a linkspan. This structure is a floating bridge, which allows vehicles to move on and off ferries.

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- 7.2 Another significant area of capital expenditure related to the completion of the demolition of a navigation hazard project, which has allowed the port to accept larger ships.
- 7.3 The Berth 2 Finger Walkway project was completed in 2017/18. The walkway shelters passengers from the elements as they move between passenger shuttle buses and gangways for some cruise calls.

8. Statistics

- 8.1 Table 4 below summarises unit due numbers for MMD for 2016/17 and 2017/18.

Table 4: MMD (Shipping Services) Ltd Tonnage Dues

	2016/17	2017/18	Variance	Variance
	Number	Number	Number	%
Tonnes	906,768	730,122	(176,646)	(19.48)

- 8.2 The table highlights that tonnage dues in 2017/18 were 19.48% lower than in 2016/17.
- 8.3 Health & Safety continues to be prioritised. Accident days in 2017/18 stood at 140 days compared to 275 days in 2016/17. Unfortunately MMD experienced a fatal incident during 2017/18. A coroners hearing has not yet been set.
- 8.4 Table 5 below summarises unit due numbers for Portsmouth International Port for 2016/17 and 2017/18.

Table 5: Portsmouth International Port Unit Dues

	2016/17	2017/18	Variance	Variance
	Number	Number	Number	%
Passengers	2,032,908	1,993,840	(39,068)	(1.92)
Vehicle Units	690,812	677,780	(13,032)	(1.89)
Freight Units	246,571	247,141	570	0.23
Ships	2,896	2,835	(61)	(2.11)

- 8.5 The table highlights that with the exception of freight units, activity in 2017/18 was a little lower than activity in 2016/17. However, activity in future years is forecast to rise.

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9. Forecast

- 9.1 Investment at MMD is ongoing and the company is actively developing new business opportunities and pursuing a policy of diversification of commodity ranges. The company has recently signed a 10 year deal for the transshipment of wind turbine blades. With the continued change to more containerised traffic in 2018/19 and 2019/20 for AEL and Fyffes respectively, MMD's Board consider the prospects to be positive.
- 9.2 Portsmouth International Port is forecast to generate a healthy profit in 2018/19, with year on year growth forecast thereafter. The Port functions as a multi-user port, and actively looks to attract new business.

.....
Signed by (Director)

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:

Title of document	Location

Agenda Item 5

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Portsmouth
CITY COUNCIL

Title of meeting:	Planning, Regeneration and Economic Development
Subject:	Portsmouth International Port: Result of the 2018 Port Marine Safety Code External Audit at Portsmouth International Port carried out by Marico Marine and Risk Consultants Ltd
Date of meeting:	04 September 2018
Report by:	Port Director
Wards affected:	All

1. Requested by

1.1 The Cabinet Member for Planning, Regeneration & Economic Development.

2. Purpose

2.1 To provide information about:

- The 2018 Port Marine Safety Code External Audit at Portsmouth International Port carried out by Marico Marine and Risk Consultants Ltd.

3. To report to Members of the outcome of an external independent audit at Portsmouth International Port carried out by Marico Marine and Risk Consultants Ltd of the application of the Port Marine Safety Code

3.1 Introduction

3.1.1 Portsmouth International Port appointed Marine and Risk Consultants Ltd (Marico Marine) to conduct an annual Port Marine Safety Code audit and, in addition, to review progress on the implementation of the findings of previous annual audits carried out by Marico Marine.

The audit was carried out by Ray Blair on 17 April 2018 following a desk-based review of previously held documentation, including the previous audit reports.

The Audit report is a technical document of some 40 pages in length. The Executive Summary of the 40 page audit is set out below.

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require Equality Impact Assessments, Legal or
Finance Comments as no decision is being taken)

3.2 Executive Summary 2018

During the review of the last audit, carried out in April 2017, it was duly noted that the majority of recommendations and observations from previous audits had been carried out, including:

- Introduction of proactive monitoring of the performance of Portsmouth International Port's Pilotage Exemption Certificate holders;
- Introduction of a pilotage revalidation procedure;
- A briefing on recent changes to the Port Marine Safety Code (November 2016 Revision) and Guide to Good Practice on Port Marine Operations (February 2017 Revision) was given to members of Portsmouth City Council in November 2017;
- The Port's Port Marine Safety Code website is now clearly linked from the Portsmouth International Port website;
- A four element check-trip system for pilots and, where appropriate, Pilotage Exemption Certificate holders, has been consulted with stakeholders, agreed and introduced;
- All dead tow and non-routine towage applications are now formally approved in writing and records are retained; and
- Risk Assessments are updated following incident investigations.

The following observation from the 2017 audit is under active consideration but has yet to be progressed:

- Consideration should be given to formulating a ranked hazard list derived directly from the Port's Navigation Risk Assessment.

Several observations were noted during this year's audit, the most significant being:

- Following the forthcoming local elections, it is suggested that the Harbour Master advises newly elected Councillors as to their responsibility under the Port Marine Safety Code;
- It is recommended that a brief Environmental Policy statement is added to the Policies and Procedures Section on the Port's Port Marine Safety Code website;
- It is suggested that, as the Port's Marine Safety Management System is aligned to the sections of the Guide to Good Practice on Port Marine Operations, it is updated to reflect the 13 sections of the current version;

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- It is suggested that, following discussion with the Training Manager, an improved training bring-up system, as used by the Deputy Harbour Master and other line managers, is implemented to assist line managers with the important tasks of recruitment, training and reporting; and
- It is recommended that Southampton Vessel Traffic Service and Queen’s Harbour Master Portsmouth Harbour Control are advised on the Port’s Passage Plan abort point, in case they are not already aware.

“In summary, it is considered that Portsmouth International Port continues to comply satisfactorily with the requirements of the Port Marine Safety Code”.

Report Number: 18UK1413
 Issue: 01
 Date: 29 May 2018

3.3 The Port Director can confirm that through the above external annual independent audit by Marico Marine and Risk Consultants Ltd that “Portsmouth International Port continues to comply satisfactory with the requirements of the Port Marine Safety Code”.

.....
 Signed by (Director)

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:

Title of document	Location

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Title of Meeting: Cabinet Member for Planning, Regeneration and Economic Development

Date of Meeting: 4 September 2018

Subject: Demolition of Drift in the City

Report by: Assistant Director City Development

Ward affected: Charles Dickens

Key decision (over £250k): Yes

Full Council Decision: No

1. Purpose of report

- 1.1 The purpose of the report is to seek authority to demolish the Drift in the City Bar to establish a more unified space in Isambard Brunel Road that more effectively links Commercial Road, the railway station, Guildhall Square and Victoria Park and enhances the environment for pedestrians as well as providing a more appropriate setting for the city's Grade II* listed Cenotaph and War Memorial as part of the cultural regeneration of this part of the city centre.

2. Recommendation

- 2.1 That the Portfolio Holder for PRED agrees to the demolition of the Drift in the City building and the implementation of a public realm improvement scheme for the area as outlined.

3. Background

- 3.1 The site is identified as part of the Guildhall area in the 2013 City Centre Masterplan SPD. The Masterplan SPD sets out three key objectives that underpin the document:
- To promote the important role that the different areas of the city centre play in the city's economy by identifying different development opportunities that make best use of land and buildings, and encourage

a mix of uses that create a vibrant city centre that is safe and well used by everyone at all times of day and into the evening

- To ensure that the design of new buildings and spaces is distinctive and of a high architectural quality and respects the city's heritage assets
- To enhance the public realm to create a safe, high quality welcoming, distinctive and attractive space and streets that are accessible for all users and is easy to get around by identifying straightforward and legible routes within and from these areas and to other parts of the city

3.2 The SPD area framework seeks to address the following key issues:

- Attracting and accommodating a mix of vibrant uses
- Establishing character and identity by a robust and flexible built form
- Creating an attractive public realm and
- Enhancing transport and access by all modes of travel

3.3 The SPD re-enforces the point that public realm will play a large part in the success of the city centre, adding value and underpinning investment.

3.4 The Drift in the City site sits within The Guildhall Area one of three character areas within the SPD. Figure 7 identifies the development opportunities and public realm improvements in the Guildhall area this is appended to the report as Appendix A.

3.5 The Drift in the City together with the adjoining buildings (2-10 Isambard Brunel Road) are identified as Site 12. The document describes how the site is prominently located adjoining Guildhall Square, the War Memorial and entrance to Victoria Park and Isambard Brunel Road and occupied by Drift in the City together with adjoining buildings. It acknowledges that a pedestrian walkway gives access to the War Memorial and Victoria Park but comments that the existing development provides a poor setting for the War Memorial and park entrance with blank elevations and refuse storage areas addressing the space.

3.6 The SPD describes how the overall development is tired and dated and contributes little to character of the Guildhall Area particularly as it overlooks the main route to the railway station a key gateway.

3.7 Site 12 is identified as a development aspiration and an opportunity to establish a more distinctive, city scale development in a prominent location on the northern part of the wider site as well as strengthening the Isambard Brunel Road frontage providing a stronger setting for the War Memorial and Victoria Park entrance. Chapter 5 of the SPD Isambard Brunel Place further describes the public realm improvements that could be achieved by the removal of the Drift in the City in summary the intention is to:

- Establish a more unified space in the part of Isambard Brunel Road that more effectively links the railway station to Guildhall Square and enhances the pedestrian environment;

- Enlarge the public realm forming 'Isambard Place' to establish a more generously proportioned pedestrian route from the rail station to Guildhall Square;
 - Enhance footways through to Greetham Street comprising; widening the footways, coordinating surfacing materials, tree planting and removal of the existing underpass replacing it with a surface crossing.
- 3.8 As developers began to come forward to develop The Chaucer House site, and the site opposite the Station further more detailed work led by the Council to identify public realm improvements within Isambard Brunel Road. This included each developer carrying out comprehensive improvements to the public realm within the area occupied by them. The work that Unite has already carried out on the Chaucer House development includes the removal of the bus lane adjacent to the development and its inclusion into the public realm to create the boulevard feature.
- 3.9 Whilst individual developers will carry out and fund works to the public realm within each development there remains the opportunity to significantly improve the rest of the public realm within the area and as part of the 2017/2018 budget setting capital funding was given to public realm improvements in Isambard Brunel Road. It was acknowledged that the improvements would be carried out across a number of years and tie in with other developments happening in and around the area. This is the first scheme that will be delivered through this capital fund.
- 3.10 The Chaucer development is now close to completion and it is therefore considered appropriate to look at the area around this development to consider what public realm improvements the City should now implement based on the aspirations it has already adopted in the City Centre SPD and the capital funding set aside for public realm improvements within this area.
- 3.11 The property has stood vacant for a number of years, there have been recent attempts to rent the property with initial interest shown from three different parties. However in each case following further exploration the parties felt that there was too much cost involved or that the premises did not meet their needs. So other than a temporary use as a leisure attraction for a six month period there has been and remains no end user for the site. The Assistant Direct, Property & Investment has confirmed that the market value of the asset in its current state is around £300,000 to £400,000, and if refurbished in excess of £800K. It is estimated that an initial investment of circa £300K is required to put the property into an attractive lettable state.
- 3.12 Whilst it has been confirmed that there is a value of at least £300,000 as set out the retention of the building does not enhance or make a positive contribution to the area if the building is retained it will continue to make less than a positive contribution to the overall appearance of the area and not achieve the planning and regeneration objectives set out in the City Centre

Masterplan. Further the retention the building significantly constrains any redevelopment opportunity of the wider site.

- 3.13 The overall cost of demolition is in the region of £35,000 the cost of the public realm improvements are costed in the region of £120,000.
- 3.14 The Guildhall area is a key part of the city centre providing a mix of cultural and leisure offers. This important improvement in the public realm would play a significant role contributing to the improvements to the public realm that have and will further happen as part of the development schemes within the area that have planning permission.
- 3.15 Further the removal of the building would significantly improve and enhance the setting of the Cenotaph & War Memorial which are Grade 2* listed and enables the creation of a memorial square as well as improving the visual and physical access to Victoria Park which is also listed. Creating a new setting for and improving the public views of these heritage assets will play an important role in the culture regeneration of this area.

4 Reasons for recommendations

- 4.1 The removal of the Drift in the City building provides an opportunity to establish a more unified space in Isambard Brunel Road and enhances the pedestrian environment as well as providing a more appropriate setting for the city's Grade II* listed Cenotaph and War Memorial.
- 4.2 The investment in this key part of the city centre is seen as a further step in the regeneration of this part of the city centre.

5. Equality impact assessment (EIA)

- 5.1 A full Equality Impact Assessment (EIA) has been carried out on the City Centre Masterplan EIA. As the demolition of Drift in the City is promoted within the SPD no further EIA is considered necessary for the demolition of the building.

6. Legal Implications

- 6.1 Legal Services advised that a view be sought on the valuation of the land in light of the proposed demolition and that Member approval is sought for the demolition due to the complexities of valuation of such an asset. Legal Services note the Director of Finance's comments.

7. Director of Finance's comments

- 7.1 The cost to demolish the former Drift Bar site and to carry out reinstatement works is estimated to be £155,000. The Council approved an amount of £500,000 in the Capital Programme for City Centre Public Realm improvements in February 2018, this budget will be used to fund these works.
- 7.2 As mentioned in the main body of the report the site could yield an annual rental income of £65,000 to £75,000, however in order to realise this income the Council would need to spend £300,000 to make the building attractive to tenants. The Council would also need to offer a rent free period before actually realising any of this income.
- 7.3 The former Drift bar is an asset held as part of the City Council's Investment Property Portfolio. The Council have failed to rent this property for a number of years but the Service have been able to achieve the cash limited income budget without renting this property, therefore if the building were to be demolished the Council would not need to seek additional income to replace this income in order to meet its cash limited budget.
- 7.4 The value of the Freehold for this building if improvement works of £300,000 were carried out would be £800,000, without these works the site is valued at £300,000 - £400,000. Demolition of this building means that Council will be demolishing an asset with an estimated market value of £300,000.
- 7.5 Once the building has been demolished and public realm improvements have been made there is an opportunity that income could be made from concessions at this site.

.....
Signed by:

Appendices: Plans of site

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:

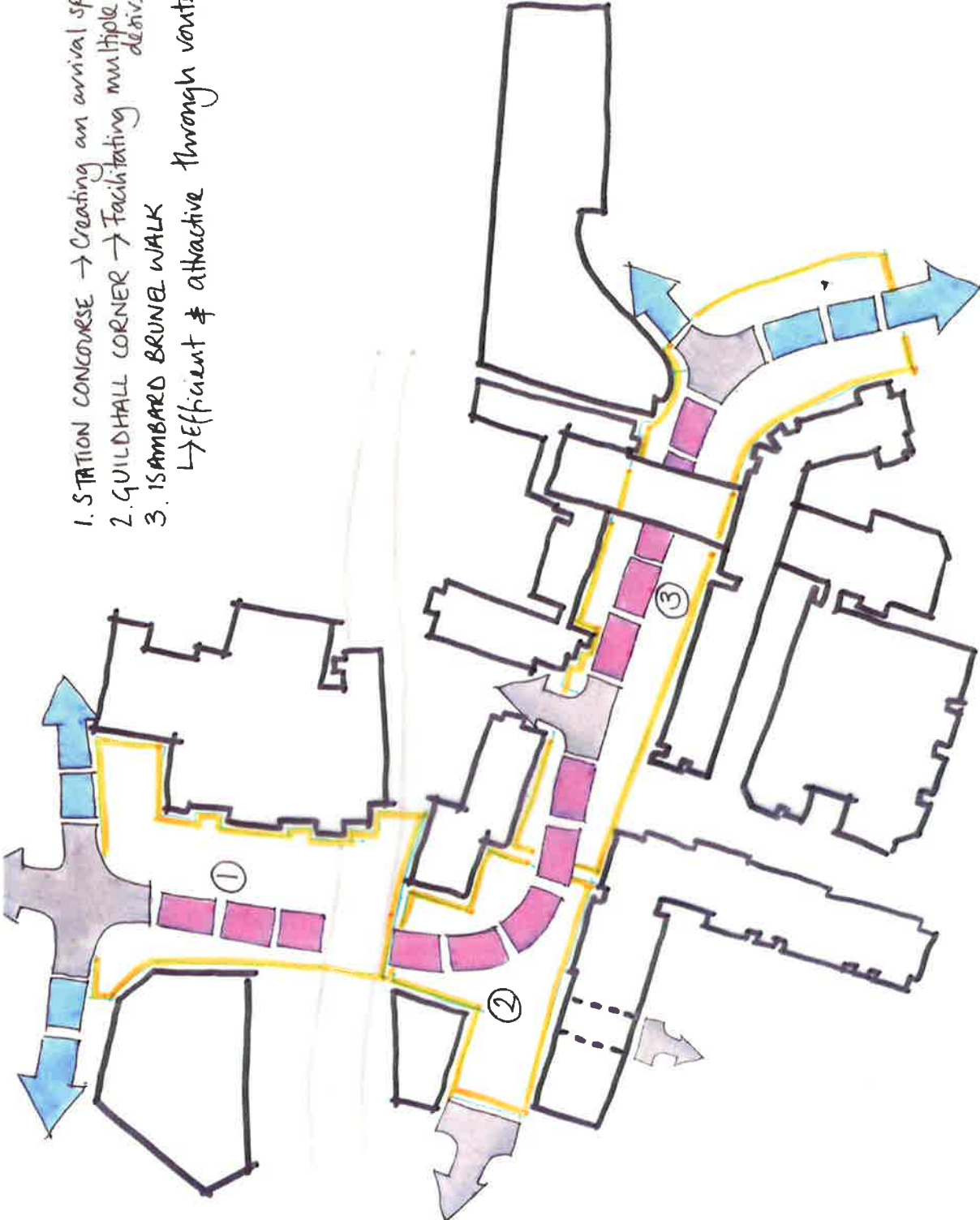
Title of document	Location
City Centre Masterplan SPD	City Development //www.portsmouth.gov.uk/ext/development-and-planning/planning/city-centre-masterplan

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by on 4 September 2018

.....
Signed by:
Cabinet Member for Planning, Regeneration and Economic Development



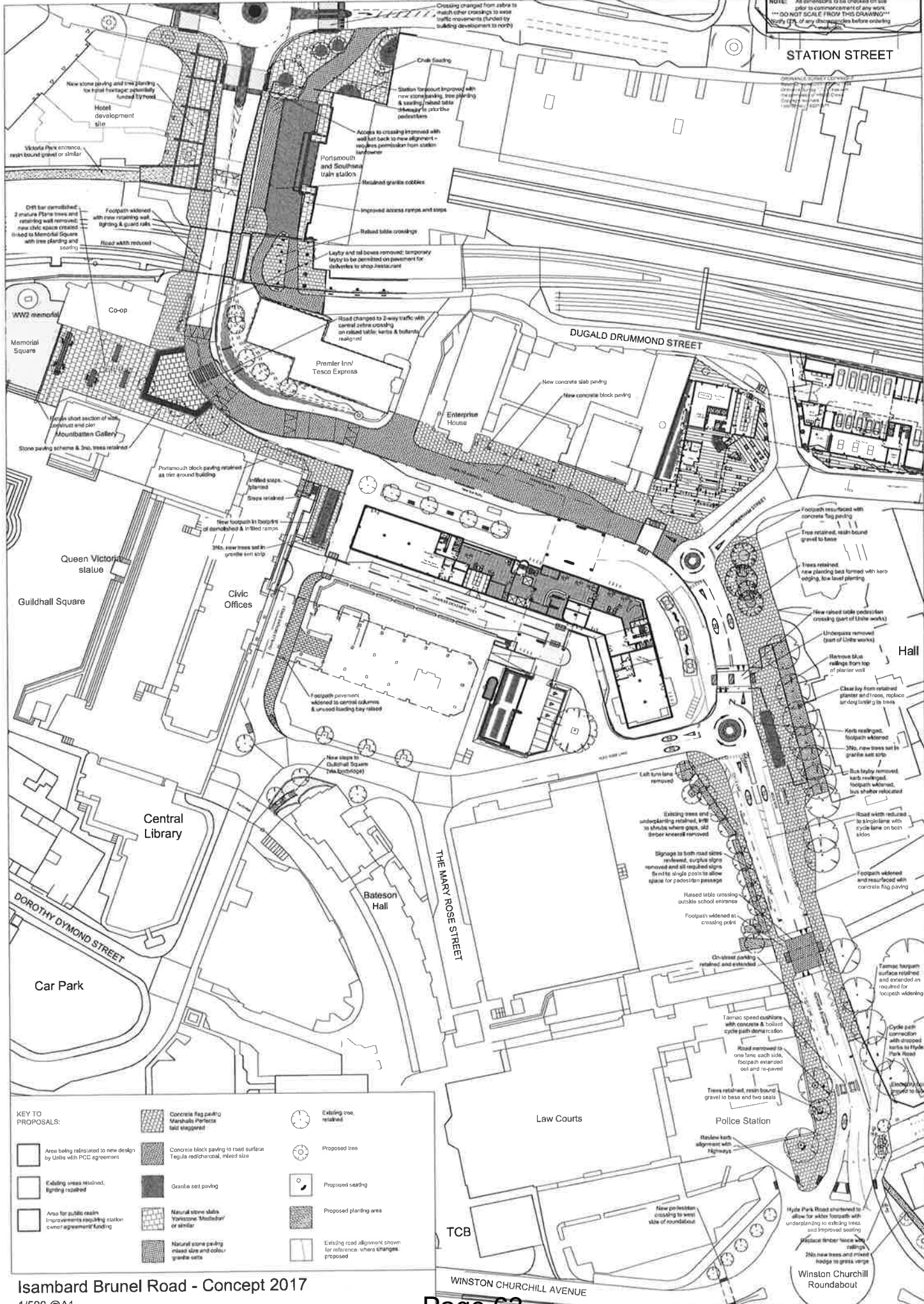
Figure 7: Development opportunities and public realm improvements in the Guildhall area



1. STATION CONCOURSE → Creating an arrival space
2. GUILDHALL CORNER → Facilitating multiple ped
derivelines
3. ISAMBARD BRUNEL WALK
↳ Efficient & attractive through route

Isambard Brunel Road: PRINCIPLE ZONES

NOTE: All dimensions to be checked on site prior to commencement of any work. DO NOT SCALE FROM THIS DRAWING. Check IFC if any discrepancies before starting.



Isambard Brunel Road - Concept 2017
1/500 @A1

