

*Donna Jones*



**COASTAL COMMUNITY TEAMS  
ECONOMIC PLAN**

No.	Heading	Detail	Information
<b>Key Information</b>			
1	Name of CCT	N/A	Portsmouth CCT
2	Single Point of Contact (SPOC)	Name Address Tel nos Email	Claire Upton-Brown Civic Offices, Guildhall Square, Portsmouth, Hants PO1 2AL 023 9283 4299 claire.upton-brown@portsmouthcc.gov.uk
3 (a)	CCT Membership	Names and position, e.g. resident, Local Councillor	Stephen Baily, Portsmouth City Council Claire Upton-Brown, Portsmouth City Council Jane Singh, Portsmouth City Council Cllr Donna Jones, Leader of the Council
3 (b)	CCT Membership	Other partners and/or	Drawn from membership of the full Destination Management Partnership, and will be convened as a sub-group of the partnership. Partners relevant to the specific

		stakeholders to be involved.	Location include: Team Origin, Brittany Ferries, University of Portsmouth, Portsmouth Historic Dockyard, Holiday Inn, Hovertravel, Lovesouthsea, Wightlink, BH Live, Portsmouth International Port, Victorious.
<b>4</b>	Accountable Body	Local Authority Contact name & details	Claire Upton-Brown Assistant Director of Culture and City Development Civic Offices, Guildhall Square, Portsmouth, Hants PO1 2AL 023 9283 4299 claire.upton-brown@portsmouthcc.gov.uk
<b>5</b>	Local Area	Provide brief geographical description of the locality and a brief history if relevant.	<p>Does the Accountable Body have a representative on the CCT membership? <b>Y</b></p> <p>Southsea Seafront stretches some 3.7 miles from the entrance to Portsmouth Harbour to the west, to the Langstone Harbour entrance at the east. The seafront is an important city asset. It plays a key role in shaping perceptions of Portsmouth, both as a tourist destination and a home for city residents.</p> <p>The development of Southsea as a seaside resort was part of a national pattern of development which emerged during the eighteenth and nineteenth centuries to satisfy the growing demand for those who wished to participate in sea-bathing for the good of health and, later on, for pleasure. The most successful resorts were those towns that had either been planned as seaside resorts or had been developed from small decaying fishing ports.</p> <p>Southsea was unique among the ten largest English seaside resorts in that it was a separate suburb of a much larger town known primarily for its dockyard. Southsea was viewed as an upmarket resort and became a popular destination for the 'upper middleclass of independent means' in marked contrast to the development of northern seaside resorts.</p> <p>The other interesting feature and one which contributes significantly to the feel and openness of the seafront, is the development of Southsea Common. The area formed the waste of the ancient manor of Froddington (later known as Fratton). The modern name of Southsea common was acquired on the completion of Henry VIII's</p>

			<p>fort, Southsea Castle in 1545. The land later reverted to the Crown and was then granted to the Leeke family, who sold it to the government in 1785. It was purchased as part of an enclosure, for defence and other military purposes.</p> <p>The council finally bought the common from the War Department in 1923 and converted it, where practical, into gardens and recreational areas. Part of the terms of the purchase stipulated that part of the common west of a line drawn from the western angle of Southsea Castle to the Grosvenor Hotel (now the corner of Osborne Road and Western Parade) be preserved as open space, in order to make it more available to the military.</p> <p>Tennis courts, bowling greens, putting courses and football pitches were constructed and shifted the emphasis of the resort to becoming popular for both day-trippers and the long-stay visitor. After the Second World War it took a long time to reinstate the seafront to its former glory and by this time the day-trippers and holidaymakers were looking at other opportunities provided through the rise of the package holiday. The heyday of the 'week at the seaside' had passed.</p> <p>In the 1960s the Ministry of Defence removed the restrictions and a large amount of space and facilities around Southsea Castle became available for public use. This was subsequently used for the development of the D-Day Museum and the Pyramids.</p> <p>The seafront is now one of a series of unique offers for visitors to the city and an integral part of Portsmouth.</p>
<b>6</b>	Context – community (suggested maximum 300 words)	Description of local community with demographics.	<p>Portsmouth's population (recorded in the last census) was 205,100, an increase of 9.9% since the last census. The population is relatively young, particularly in comparison with neighbouring districts, with the biggest share of the population in the 20-24 range, mainly due to students studying at the University of Portsmouth. 11.6% of the population are from a black and minority ethnic group, which is a relatively high proportion compared to neighbouring districts.</p>

			<p>Over the next 20 years, the population is projected to increase to about 238,000 persons (11% increase). The greatest proportionate increase (49% increase) will be in the population aged 65+ years which will increase from 14% to comprise 19% of the total population.</p> <p>The Index of Deprivation, 2015 provides a relative ranking of areas across England according to their level of deprivation. Deprivation is experienced across a range of issues and refers to unmet need caused by a lack of resources – not just financial resources. For overall deprivation, Portsmouth is ranked 63rd of 326 local authorities (previously ranked 76th of 326 local authorities in 2010, and 93rd of 354 authorities in 2007) where 1 is the most deprived in terms of the average score.</p> <p>Twenty-two per cent of all dependent children under the age of 20 years are living in poverty, which is above the England average with levels at twice the national average in some areas of the city (Charles Dickens ward). The percentage of pupils known to be eligible and claiming free school meals is higher than the national average, reflecting low incomes in the city.</p>
7	Context – economy (suggested maximum 400 words)	Local economy, e.g. business, tourism, manufacture, etc, ‘Starting point’	<p>Regional economic aspirations are set out in the LEP's Strategic Economic Plan, which identifies a number of strategic growth sectors, including marine/maritime and advanced manufacturing; and the visitor economy.</p> <p>The Solent region has a robust visitor economy founded on significant heritage and natural assets. The Solent visitor economy is worth £3bn, supporting nearly 63,000 jobs. The sector is an increasingly important factor in the diversification away from reliance on traditional industries and larger public sector employers. A November 2013 report by Deloitte's highlighted that the tourism economy was set to grow at 3.8% per annum, faster than manufacturing, construction, and retail, with inbound tourism the key driver of growth.</p> <p>Analysis suggests that the Solent has a lower proportion of the visitor economy</p>

			<p>workforce that the national average, which indicates that there is scope for growth in the sector.</p> <p>A recent study commissioned by Portsmouth City Council on the economic impact of tourism in Portsmouth highlighted that visitor expenditure in the city is in the region of £463m, supporting almost £601m of income for local business through additional indirect and induced effects. This expenditure is estimated to have supported around 12,500 actual jobs (c9000 FTEs when part-time and seasonal work patterns are accounted for).</p> <p>Clearly there is strength within Portsmouth's local visitor economy and opportunities for further growth. Historic constraints, such as a city image that was narrow and military-history focused, are gradually being overcome through strong, co-ordinated marketing, and an increased association with prestigious, large-scale events. However, the city still needs to break from a traditional pattern of seaside, high-season activity to a more diverse, vibrant and year-round offer. This in turn will support economic diversification in the city and impact directly on the wider cultural and creative sectors.</p> <p>The stimulation of the visitor economy as a driver of growth will be the core focus of the CCT, which needs to support the development of a high-quality visitor offer that will have international appeal and drive business growth; and consider associated improvements to the public realm that will have wider benefits to local residents and businesses.</p>
8	Related initiatives	What else is going on in the community of economic importance, e.g. BID, LEP, CIC,	<p><u>Coastal Defences</u></p> <p>The council has been working in Partnership with the Environment Agency to address the issue of coastal flooding and erosion to Portsea Island over the next 100 years. This has led to the adoption of the 'Portsea Island Coastal Strategy Study'. The strategy for coastal defence management along the Seafront is to 'hold the line'</p>

	CCF, CRF	<p>i.e. to maintain the line of defence and, where necessary, improve the standard of protection.</p> <p>The Seafront has been identified as a priority area for improved coastal defence structures in the short term. Coastal defence work may improve enhancing, improving or replacing the existing sea wall and Promenade. It may also involve raising the level of the Promenade and other walkways. In order to dissipate wave energy, beach management, wave control structures or sloping sea walls may be needed. At Eastney, the wide beach provides a natural barrier to the sea, and minimum intervention will be required.</p> <p><u>Solent Recreation Mitigation Partnership</u></p> <p>Tens of thousands of birds come to the Solent coast for the winter and there are three Special Protection Areas to safeguard them. New housing around the Solent will lead to more people visiting the coast for leisure, with the potential to cause more disturbance to the birds.</p> <p>Research has shown that additional disturbance will affect the birds' survival unless mitigation measures are put in place. Those measures are set out in the Interim Solent Recreation Mitigation Strategy.</p> <p>The interim strategy, prepared by the Solent Recreation Mitigation Partnership (SRMP), mitigates the impact on the three Solent Special Protection Areas of the additional coastal recreational pressures resulting from new housing. The main interim mitigation measure is a team of coastal rangers: during 2016/17, the team increased to four and it is proposed to have the same number next winter 2017/18.</p> <p>In 2016/17, they have been supported by the production of a leaflet, a presence on social media and the construction of a high quality website. The completion of research this year will enable initiatives to encourage responsible dog walking to be implemented during 2017/18. Two surveys this winter and two further surveys over the winter 2017/18 will help monitor the effectiveness of the mitigation measures.</p>
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Events Strategy

Over the past decade, Portsmouth has built a strong reputation for delivery high quality and high profile events - from local community events to hosting major international events. This Events Strategy, adopted in 2016, aims to capitalise and build on previous successes to deliver economic, social, sporting and cultural legacies for the city going forward. It recognises that across the sector, it is the major events that generate the most significant outcomes for the city's economy; however there is a strength to the local community programme and a need to skill communities to be able to support and deliver their own events.

Events are crucial to the fabric of the city in delivering and developing a range of economic and socio-economic benefits. They attract visitors to both the city and the region and positively influence perception of place through the quality experiences they deliver. Events add significant value to local communities both through participating in events but also from enhancing skills and knowledge in the planning stages to delivering community cohesion in the actual event delivery.

The adoption of the Events Strategy will provide an opportunity to fundamentally change the city's position on events, to put it on a truly international platform and to maximise specific benefits from recent successful delivery of the Victorious Festival and the securing of the Americas Cup World Series race programme will provide for the city.

D-Day Museum redevelopment

The D-Day Museum has been awarded £4million by the Heritage Lottery Fund (HLF) to enable Portsmouth City Council, with the support of the Portsmouth D-Day Museum Trust, to create an international museum to tell the story of D-Day in the

21st Century. The museum's activity and events programme will be transformed by the funding, which includes money for events to commemorate the 75th Anniversary of D-Day in 2019.

Internal spaces in the building will be opened up and the café will be repositioned. This will create more exhibition space, and, by allowing the height of the existing building to be used more effectively, enable dramatic new displays to be created. Visitor circulation will be completely altered, facilitating a more coherent telling of the story, allowing changes of pace and mood, creating tension and excitement and therefore a memorable visit. Throughout, the interpretation will be rooted in the personal experience of those who took part.

A new space will be created for the café, enabling the Dulverton Wing to be used solely as an activity/learning space. This is especially important in the light of the additional activities that are also planned as part of the project and which are described below.

The Museum will work closely with audience groups, including veterans, schoolchildren, teachers, families and community groups, to ensure that the exhibitions can be enjoyed by the widest possible audience.

This exciting development will revolutionise the museum itself, driving more visitors to an improved offer, continuing the establishment of high class visitor attractions in the city.

Destination Marketing Partnership

The DMP was established May 2012. work stream. The purpose of the DMP is to build on a developing history of joint working e.g. campaigns, events, and research. There was recognition of the need for partnership approach to buy maximum benefit



			and to build brand, and to support regeneration and development agendas.  The DMP developed their first strategy and plan to guide their work, which is due for refresh in 2017.
<b>CCT Plan</b>			
<b>9</b>	<b>Ambition</b>	A positive statement of the aims and objectives of the plan and a description of what it will achieve. Description of 'what success will look like'.	<p>Southsea Seafront should be a vibrant space, a place to experience the natural unspoilt environment, take in the fascinating nautical views across the Solent and enjoy quality leisure facilities, events and activities all year round. It should also be a driver of the wider city economy, bringing visitors in, driving the creation of job opportunities and acting as a flagship location in building a fresh city identity.</p> <p>In order to maximise the potential of the Seafront as a whole, there is an urgent need to draw visitors along its length, from Old Portsmouth towards attractions such as Southsea Castle, the D-Day Museum, Southsea Common and beaches.</p> <p>Gunwharf Quays and the Millennium Walk demonstrated the significant potential of investment in the city's waterfront. More recently, the opening of the new Mary Rose Museum in the historic dockyard, the establishment of a team HQ for the British America's Cup challenge spearheaded by Sir Ben Ainslie, and the regeneration of the Hotwalls continue to show that there are exciting possibilities for reimagining the seafront.</p> <p>There is enormous potential to enhance and improve the Seafront in terms of the range and quality of leisure, cultural and recreational opportunities it offers. Improving the public realm, the network of streets, footpaths and open spaces at the Seafront is also critically important, including to improve connectivity to the wider city.</p> <p>For the Coastal Community Team, success would look like:</p> <ul style="list-style-type: none"> <li>- A vibrant mix of leisure and tourism uses in the area, including new attractions</li> </ul>

			<p>and small scale cafes and restaurants, that will attract people to the seafront all year round</p> <ul style="list-style-type: none"> <li>- Creative use of existing Seafront historic and heritage assets alongside development of distinctive and high quality new assets</li> <li>- Improved connection between the Seafront and other parts of the city</li> <li>- Improvement of Seafront infrastructure, including flood defences, walking and cycling routes</li> </ul>
<p><b>10</b></p>	<p>Needs of the community and intentions of the team to meet them.</p>	<p>Identify the socio-economic needs of the community and the opportunities to meet them. Each element should be Specific, Measureable, Achievable, Realistic and Timed.</p>	<p>The work of the CCT will need to set the range of cornerstone issues and themes in their context, placing them in the wider narrative of the city's development, and the City priorities:</p> <ul style="list-style-type: none"> <li>- raise education standards</li> <li>- encourage regeneration and investment</li> <li>- empower residents to be healthy and independent</li> </ul> <p>These priorities have been developed based on a clear understanding of the socio-economic needs of the community, set out in a range of documents including the Health and Wellbeing Strategy, the Children's Trust Plan, Joint Strategic Needs Assessment and the Economic Growth Dashboard. In summary:</p> <p><u>Education</u></p> <p>After overall high attainment at the Early Years Foundation Stage, educational attainment in Portsmouth declines relative to other areas. The progress children make between Key Stage 1 and Key Stage 2 is not as good as nationally, and by GCSE level (Key Stage 4), Portsmouth pupils have some of the lowest outcomes in England.</p> <p>English and mathematics are assessed at Key Stage 2 (ages 8-11 years). Although the trend is improving, both boys and girls in Portsmouth are currently achieving below the national average at Key Stage 2 (for achievement of Level 4+ in</p>

	<p>Reading/Writing/Maths: 78% nationally compared to 74% locally for boys, and 83% compared to 81% for girls).</p> <p>Again, nationally and locally girls out-perform boys. North locality had the highest Key Stage 2 results (82.4% achieving level 4+ in these subjects) and Central the lowest (72.2%).</p> <p>The national standard is that all pupils should achieve at least five GCSEs graded A* to C, including English and mathematics. Portsmouth pupils have never achieved the national average. In 2015, local achievement for both boys (46.4%) and girls (55.1%) was significantly lower than the national average (52.7% and 62.1% respectively). North and South localities had the highest gold standard GCSE results (51.9% in each) and Central the lowest (48.6%). Breaking the link between economic disadvantage and educational achievement is particularly important in Portsmouth's context.</p> <p>Too many Portsmouth children and young people do not attend school regularly leaving them vulnerable to risks which can reduce their chances in life. Research has shown that</p> <p>that those who do not attend school regularly are more likely to:</p> <ul style="list-style-type: none"> <li>• leave school without any qualifications</li> <li>• become not in education, employment or training (NEET)</li> <li>• leave themselves at risk to other poor outcomes eg offending behaviour</li> <li>• be at increased risk of mental ill-health.</li> </ul> <p>The city is now seeking to drive improvement in educational attainment in the Portsmouth through a new strategy that takes account of the changing landscape relating to education, and seeks to address key issues, including:</p> <p><u>Economic outcomes</u></p> <p>For overall deprivation, Portsmouth is now ranked 63rd worst of 326 local authorities</p>

		<p>(where one is the most deprived (previously ranked 76th worst of 326 local authorities). The city has high levels of unemployment and economic inactivity compared with the rest of the South East region and the Hampshire Economic Area (4.9% unemployment compared with 3.5% in HEA and 3.4% in the South East).</p> <p>Despite recent improvements, the city also has a higher proportion of 16-18 year olds not in education, employment or training than in neighbouring areas and in the region (5.6% in Portsmouth compared to 3.9% in the SE region, using the DfE's 2015 figures). More adults in the city have no qualifications than in surrounding areas, and fewer adults are skilled at the highest levels.</p> <p>There is a dependency in the city on public sector employment, although the rates of business births are increasing, suggesting that this is starting to change. However, Portsmouth is still a city that generates some of the highest workplace wages in the region, but has residents with relatively low household incomes, suggesting that residents are not accessing the higher quality jobs, and that people living outside the city are travelling into the city to work.</p> <p><u>Health outcomes</u></p> <p>Life expectancy for both Portsmouth males and females is now significantly shorter than the England average. In 2012-14, comparative male life expectancy is 79.5 years in England and 78.2 years in Portsmouth; comparative female life expectancy is 83.2 years in England and 82.2 years in Portsmouth. Between 2011-13 and 2012-14 life expectancy stayed static for both genders in Portsmouth whereas the England values for both genders continued to increase.</p> <p>Showing the impact of poorer physical and mental health outcomes, males</p>
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in Portsmouth's most deprived areas die 9.5 years earlier than males in Portsmouth's least deprived areas. For females living in the most compared to least deprived areas, the gap in life expectancy is 6.0 years.

The data is stark. Between 2012 and 2014, comparing deaths in Portsmouth's most deprived areas compared to the least deprived areas there were:

- 78 more male deaths and 49 more female deaths from circulatory disease (including coronary heart disease and stroke)
- 19 more male deaths and 28 more female deaths from lung cancer
- 38 more male deaths and 25 more female deaths from chronic obstructive pulmonary disease
- 26 more male deaths and four more female deaths from chronic liver disease (including cirrhosis)
- Male suicide caused 14 additional deaths

The Health and Lifestyle Survey of adults aged 16+ years found, in relation to smoking, drinking alcohol to a risky level, unhealthy diet and not being sufficiently physically active:

- 57% of adults exhibit at least two unhealthy behaviours
- 18% show either three or four unhealthy behaviours
- Distinct differences along socio-economic lines eg 15% of those living in council/social housing exhibited all four unhealthy behaviours compared with 5% of all adults

Those with long-term health conditions are also more likely to show unhealthy behaviours eg 13% of those with a limiting long-term disability or condition exhibited all four unhealthy behaviours compared with 2% of those without any limiting disabilities or conditions

- Central locality has significantly higher percentage of adults with four unhealthy behaviours

Documents such as the Seafront Masterplan and the Local Plan take into account

			<p>the need to address these issues, including by increasing the number and range of job opportunities in the city (including by driving growth in the visitor economy); improving the expectations that young people have of themselves and that everyone involved in their upbringing has for them; and by increasing the opportunities to live healthier lifestyles.</p>
<p><b>11</b></p>	<p>Analysis</p>	<p>Describe the strengths, opportunities, weaknesses and threats in meeting the needs at 10 (a).</p>	<p><b><u>Strengths</u></b></p> <p><b>Heritage</b> The Seafront area is where much of the rich heritage of the city is located, and this is a key driver of the local visitor economy. Sites of particular interest include Southsea Castle, Old Portsmouth and the Hotwalls, and the Historic Dockyard.</p> <p><b>Attractions</b></p> <p>The Seafront is home to a diverse range of attractions, some of which are world class. The Mary Rose Museum, is a centrepiece of the Historic Dockyard, and this offer will soon be complemented by the refurbished D-Day museum. There are a range of indoor and outdoor sports facilities, and this offer has been boosted by developments at Canoe Lake.</p> <p><b>Retail</b></p> <p>The Seafront enjoys close links to the Southsea Shopping Centre and the Gunwharf Quays development is a real success story in the city, attracting 7.5million visitors a year. The Seafront is also seeing more diverse development, with the Hotwalls studios bringing a new vibrancy to the Old Portsmouth section.</p> <p><b>Visitor Economy</b></p> <p>From our proud naval and maritime heritage, to world-class visitor attractions, shopping destinations, great places to eat and miles of beautiful waterfront,</p>

Portsmouth offers something for everyone. It's therefore not surprising that more than 9.2 million tourists visit Portsmouth each year, contributing £600m to the local economy and supporting 12,400 jobs. This is an area of strength for the city, but one we can continue to build on.

**Natural Environment**

Portsmouth owes its importance to the magnificent natural harbour, and the Seafront offers spectacular views across the Solent. There are sites of significant natural importance in the area and the Common provides a vital area of green space in the very densely populated city. There is a need to balance the requirement for more attractions and activities in the area with preservation of the natural charm of the area.

**Opportunities**

**Visitor economy development**

The Visitor Economy in the city has been highlighted an opportunity area for growth in the city, with opportunities to develop the quality of the offer locally, and also change the nature of the visitor economy to a year-round offer. This is linked particularly to the development of a programme of high quality events in the city.

**Employment**

Linked to the visitor economy, there are opportunities to increase the number of jobs in the city and the range and nature of these - diversification of the offer in the city to a year-round basis would eradicate some of the seasonal nature of the employment.

**Culture**

Portsmouth has a diverse and thriving cultural sector and has registered an

expression of interest to be the UK City of Culture in 2021. This expression of interest will be a springboard for developing an exciting programme of activity for the city.

**Events**

The Events Strategy is a platform that can be built on to ensure that the assets in the Seafront area, including Southsea Common, are used to drive visitor numbers and the image of the city nationally and internationally.

**Public realm and connectivity**

The city is in the process of developing a strategy for public realm, and the Seafront area has a huge amount of public realm that can be used creatively to support healthy lifestyles. This could include improvements in wayfinding and signage, and lighting to improve the appearance of the area, perceptions of safety, and encourage more people to use the area in the winter or after dark. The role of public transport in this agenda also needs to be considered.

**Weaknesses**

**Coastal infrastructure**

The existing infrastructure needs improvement; the city will be working up a scheme for coastal infrastructure that may provide opportunities to further enhance the public realm.

**Seasonal tourism**

The existing offer is seasonally based and the Seafront needs to develop more off a year round character to ensure sustainability of attractions, business and employment and increase the vibrancy of areas in winter months.



		<p><b>Aged attractions</b></p> <p>Despite some world-class attractions recently opening in the city, and with more planned, there are a number of attractions which are now aged and may need refurbishment or rethinking to make the most of them, and to reduce increasing maintenance costs.</p> <p><b>Accommodation</b></p> <p>The city needs a greater quantum of visitor accommodation and more at the higher end. Availability of accommodation for events such as conferences is also a weakness at present.</p> <p><b><u>Threats</u></b></p> <p><b>Investment availability</b></p> <p>The city has done well at attracting funding and investment into priority areas - for example, the £4m HLF grant to the D-Day museum, £1.75m Coastal Communities funding for the Hotwalls, £50,000 Coastal Revival Funding to support the redevelopment of South Parade Pier are all recent examples. Private investment has also poured into the area - to the South Parade Pier Project, into Canoe Lake developments and the Southsea Beach Café. Private business is vibrant in the area.</p> <p>However, as sources of public funding (including from the local authority) reduce, and competition for nationally available sources intensifies, there is a reality that the level of public investment available is reducing; so preparing some sites and spaces for marketing and development will be challenging.</p> <p><b>Competing interests</b></p>
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			<p>Balancing the wide range of community, business and visitor interest in the areas of the Seafront is complex and will always be so, particularly because of the strength of affection felt for many of the areas and attractions. The challenge is to harness this interest positively to ensure that the Seafront is a vibrant space that works for everyone.</p>
<p><b>12</b></p>	<p>Data – while an essential element of the plan, it could be included in a 'daughter' document.</p>	<p>Provide evidence to support the intentions of the plan. This will include statistical data but broader data should also be included. Data used should be specific, relevant and transparent. It is sufficient to reference evidence held elsewhere.</p>	<p>Key data in support of this document is held in the:</p> <ul style="list-style-type: none"> <li>- Joint Strategic Needs Assessment</li> <li>- Transforming Solent</li> <li>- Health and Wellbeing Strategy</li> <li>- Portsmouth Plan</li> <li>- Seafront Masterplan SPD</li> </ul>
<p><b>Delivering the Plan</b></p>			
<p><b>13</b></p>	<p>Key projects and/or bodies of work.</p>	<p>High level description of discrete pieces of work showing CCT role, indicative partners and timescales.</p>	<p>Opportunities for new development (including the redevelopment and reuse of existing buildings) can be structured around the six character areas that make up the Seafront.</p> <p>The distinction between these different 'sub-areas' is intended to reinforce their individual characteristics and identity, and the different roles they play in the 'Seafront experience' of residents and visitors. The six areas are:</p>

**Old Portsmouth**

Dating back to around 1180, Old Portsmouth was the original settlement from which the city of Portsmouth grew. Its historic built environment, strong maritime character and wonderful views across Portsmouth Harbour make it a popular destination.

It is key to preserve the heritage nature of the area, but ensure that it contributes to the economy of the city. The Square Tower is now established as a venue for weddings and events; the Hotwalls redevelopment has secured the future of the historic monument and created a unique cultural, retail and eating experience; and on the Camber, the location of the Land Rover/BAR headquarters has created an iconic modern structure alongside the working port. There may be opportunities to further enhance this area taking in the other side of the Camber, which is a working area featuring a fish market.

**Long Curtain Moat to Clarence Pier**

Including part of the city's historic fortifications, this stretch of the Seafront leads eastwards to the traditional seaside entertainment area of Clarence Pier. Built in 1861, Clarence Pier includes a funfair and other leisure attractions, and has been popular with city residents and visitors for many years. The area also includes the Hovercraft terminal, and on the far side, the Parade Tea Rooms has demonstrated a successful redevelopment of a derelict site and has brought a new element to the area. There are immediate plans to open a seafront booth/ kiosk to serve visitors and residents for summer to promote the area, offer information and engage with the community on the development of the CCT and plan. It will be served by experienced Visitor team staff and Highbury college students. The kiosk is a trial for the season, and will be a base for growing volunteer support for the plan.

**Southsea Common**

The Common provides much of the Seafront with its open character and is an important part of the city's network of 'green infrastructure'. A prized open space, the Common is the location of many special events and is highly valued as an area for walking, picnics and general recreation. The area includes the Royal Naval War Memorial and the Blue Reef Aquarium, and is bounded by the Avenue de Caen local authority depot.

The Avenue de Caen site has been identified as a potentially underused area, and the local authority is seeking to consider how this can be used to greater benefit of the area.

**Southsea Castle and surrounds**

Built in 1544, this historic scheduled monument is a 'jewel in the city's crown.' The Castle is open to visitors from March to October and hosts a range of events and educational opportunities.

Other attractions surround the Castle, such as the Pyramids Leisure Centre, D-Day Museum (which will be refurbished) and the Skatepark, which is now successfully operated by a community Trust.

**South Parade Pier and Canoe Lake**

Both the Pier and Canoe Lake areas are popular Seafront landmarks, attracting many visitors each year. The Pier is in the process of redevelopment, supported by a Coastal Revival Fund grant, and has clear objectives to become sustainable as a year round attraction. The Southsea Beach Café has added to the character of the area and is highly popular.

Canoe Lake Leisure are developing the offer, and will host a high-quality tennis event in the Summer. The area is also home to the boating lake, the play area and splashpool, all of which are of high value to the local community.

Alongside the Canoe Lake area, the well-loved Cumberland House Natural History Museum is being improved, with a redeveloped Butterfly House. The Rose Garden and Lumps Fort are important to the character of the area, and the St Helen's Cricket Site is vibrant in the Summer months. The Tenth Hole Tea Rooms are held in very high local regard.

### **Eastney Beach**

The Eastney Beach area is the quietest stretch of the Seafront, containing a variety of coastal flora. Its vegetated shingle is recognised as a valuable habitat, containing some nationally rare species. This part of the beach is designated as a Local Wildlife Site. The beach also provides valuable roosting and feeding sites for bird life. Eastney Swimming Pool, the Royal Marines Museum and Fort Cumberland are in this area, along with Southsea Caravan Park, and - at the end of a long stretch of road - the Hayling Ferry.

There are a number of key projects that need to be taken forward individually in order to ensure that the individual characters of areas are enhanced, whilst at the same time the overall opportunities are maximised. These are broadly set out in the Seafront Masterplan and include:

- Consideration of future development at the Camber (to be led by Portsmouth City Council - including the Portsmouth International Port) - plans in development with a view to seeking funding in late 2017.
- Improvement to the existing promenades in the Long Curtain Moat area - (to be led by Portsmouth City Council) - timescale to be confirmed and linked to:
- Improved sea defences - partnership project with Portsmouth City Council as lead CCT partner - now at feasibility stage.
- Potential redevelopment of Clarence Pier - longer term aspirational project

			<p>with no established timeline; dependent on private sector investment, and could include a new hotel development.</p> <ul style="list-style-type: none"> <li>- Further enhancements to the areas around the D-Day Museum and Avenue de Caen, including increased visitor attractions (scheme in development - outline planning permission to be submitted Spring 2017).</li> <li>- Completion of redevelopment of South Parade Pier and inclusion in Destination Marketing approach (DMP lead)</li> <li>- Development of an eco-café/watersports hub at the Eastern end of the Promenade (subject to findings of sports facility strategy in development - lead: PCC, key partner BH Live).</li> <li>- Consideration of development of Beach Huts in Eastney (PCC lead partner)</li> </ul>
<b>14</b>	Short term goals/actions	What will the team achieve in the next 6 months? Should demonstrate 'quick wins'.	<p>The CCT will immediately establish it's working as a sub-group of the DMP and develop a clear marketing approach for the area, linked to the visitor strategy and the Events strategy, and taking advantage of immediate developments in 2017, such as the growth of the Victorious Festival.</p> <p>The CCT will also develop a community events programme for the area as a subset of the wider Events strategy, including smaller scale events such as markets to ensure that there is an increased vibrancy in the area.</p> <p>The CCT will support the development of an information and engagement kiosk in the area as a platform for promoting the area and plan, gathering customer intelligence and galvanising the community around the plan.</p> <p>The performance measures for the first six months will be linked to the existing strategies and focus on increased visitor numbers and spend in the city, as measured in the annual survey and making the assumption that the Seafront and associated events and attractions are a key driver of the city's visitor economy.</p> <p>In the medium term, specific projects will be:</p> <ul style="list-style-type: none"> <li>- Reopening of the improved D-Day museum</li> <li>- Completion of the Butterfly House at Cumberland House</li> </ul>
<b>15</b>	Performance measures	For first 6 months – to be SMART	
<b>16</b>	Medium term goals/actions	For 6mths to 5 years	

			<ul style="list-style-type: none"> <li>- Redevelopment of Avenue de Caen site</li> <li>- Reopening of South Parade Pier</li> <li>- Development of more Beach Huts, including at the Eastney Beach end of the Seafront</li> <li>- Response to the findings of the Sports Facilities Strategy, including Eastney Swimming Pool and the Pyramids Leisure Centre.</li> <li>- Establishment of more high-quality events at the Seafront</li> <li>- Completion of the refreshed destination marketing plan</li> </ul>
<b>17</b>	Performance measures	For 6mths to 5 years – to be SMART	<p>Measures will again be linked to visitor numbers but also to specific projects, including job creation. We would expect to see by 2020:</p> <ul style="list-style-type: none"> <li>- Increased visitors to the city</li> <li>- Increased visitor spend</li> <li>- Increased jobs in the city supported by the visitor economy</li> <li>- More events on the Seafront</li> </ul>
<b>18</b>	Long term goals and actions <b>Optional</b>	Strategic plans beyond 5 years – include performance measures where appropriate.	<p>Long-term goals would include aspirations highlighted in the Seafront Masterplan, including the development for Clarence Pier.</p>
<b>19</b>	Barriers	Identify any barriers to delivering the plan and if you have contingencies to manage them.	<p>As previously discussed, the most significant barriers to realising the plan are the complex variety of interests that need to be balanced in relation to the sites; and the availability of investment to take forward aspirations for areas.</p> <p>Other barriers include the complexity of sites, including ownership and restrictions on usage of areas.</p> <p>These will be managed and overcome through processes of engagement and consultation to be led by the CCT and through the involvement of expertise from PCC in particular in respect of land issues, through the City Development team.</p>

20	Resources	Who and what will be required to deliver each element of the plan. Include 'in kind' services, volunteers, etc. demonstrate how local expertise will be utilise and/or grown.	<p>The delivery of the Coastal Community Plan will be overseen by Culture and City Development Director of the local authority. The CCT will report regularly to the full Destination Marketing Partnership, and progress will be reported to the Leader of the Local Authority (also Cabinet Member for Planning, Resources and Economic Development).</p> <p>Critical resource to deliver the plan will be through the key officers of the local authority, including the Partnership and Commissioning Manager, with the "in-kind" support of the CCT membership. This will include stakeholder engagement.</p>
21	Costs	Detail of costs of each element of plan.	The costs of the key medium term elements of the plan will be established as part of the feasibility phases for each project listed.
22	Value	What is the value of the plan to the local economy?	The values of individual schemes will be calculated as part of feasibility stages for individual projects.
23	Funding	Identification of funding streams and how costs of project(s) will or could be met.	<p><b>Grant funding</b></p> <p>Partners to the CCT continue to be active in seeking funding sources to support the renewal of Portsmouth's seafront, including Coastal Communities and Coastal Revival Funds, National Lottery funds and potentially the Local Growth Fund.</p> <p>Sources such as these have been successfully used to support development of the Hotwalls, refurbishment of South Parade Pier and redevelopment of the D-Day Museum.</p> <p>However, schemes need to be at an advanced stage in their planning to be eligible for some of these streams, and the challenge is funding earlier feasibility and "de-risking" work to enable schemes to progress.</p>



		<p><b><u>Developer contributions</u></b></p> <p>The two main sources of developer contributions are section 106 agreements and the Community Infrastructure Levy (CIL). However, these might be less relevant in the context of many of the Seafront sites, given that these are owned and may be developed by the local authority.</p> <p><b><u>Private capital investment and commercial revenues</u></b></p> <p>A number of sites and attractions will be dependent on the market to deliver, particularly given the reductions in public funding, and to be self-sustaining enterprises as public subsidy is unlikely to be available.</p> <p><b><u>Fundraising and crowdsourcing</u></b></p> <p>It may be that the nature of some sites and schemes lends itself well to fundraising, through traditional methods or crowdsourcing. This may be particularly the case when there is a heritage or charitable dimension to the project; or a site of particular community interest.</p>
<p><b>24</b></p>	<p>Maximising resources and costs</p>	<p>We will ensure that the costs of the CCT are minimised by using existing structures rather than creating new groups and governance. We will also draw on key pieces of work already undertaken to ensure that there is no duplication (as noted in this plan, rich sources of data and planning already exist to support activity in this area).</p>
<p><b>Communications</b></p>		
<p><b>25</b></p>	<p>Consultation</p>	<p>Consultation took place in detail in developing the Seafront Masterplan, much of which remains valid. There has been detailed stakeholder engagement on key projects such as the refurbishment of D-Day museum, the refurbishment of South</p>

		planned consultation exercises.	Parade Pier and the development of the Butterfly House and Cumberland House. Key strategies that link to this plan have also been subject to consultation and discussion, including the Events Strategy and the Sports Facilities Strategy. Plans for Coastal Defence will be subject to extensive consultation and we are in the process of refreshing the Local Plan for the city, which will pick up the Seafront area and will itself be subject to the full level of statutory consultation.
<b>26</b>		Describe plans to involve and inform partners and other bodies, including accountable body, CCA and DCLG.	<p>The content of this plan itself have been consulted with key local authority officers, members and the DMP.</p> <p>The local authority is the accountable body for the CCT and therefore have been consulted as outlined below.</p> <p>We will be consulting key partners as part of the individual projects that are in development, and these include bodies such as the Arts Council, Heritage Lottery Fund, Sport England, Natural England, Environment Agency.</p>
<b>27</b>	Communication with community	How will the community and stakeholders be involved and informed of progress and outcomes	<p>We will be holding a stakeholder event to bring all the key parties together. We will ensure that information is updated on the webpages of the city council and the Destination Management Partnership (through Shaping Portsmouth).</p> <p>As already stated, key projects within the overall programme for the seafront will be subject to their own consultation and response processes, including statutory processes.</p> <p>Progress on the plan will be reported through the DMP and local authority portfolio meetings.</p>
<b>CCT Logistics</b>			
<b>28</b>	Management of team	How the team will operate, frequency of	The team will meet regularly as part of the DMP structure, supported by officers from the council. The Cabinet member at the local authority will be regularly briefed on progress through the existing structures. Minutes of meetings will be made available

		meetings, centrality of team to projects, etc. How the team is representative of the community.	to the community through the existing processes.
<b>29</b>	Support structure	Network of support built to enable CCT to deliver the economic plan	A large network of stakeholders are involved in the delivery of the overall economic plan, through the projects that are included, and they will ensure delivery of the individual projects.
<b>30</b>	Costs	Running costs of CCT itself	The ongoing resources of the CCT will be met through the resources of the local authority.
<b>31</b>	Sustainability	Long term plan for team and how this will be managed.	The long term plan is for the team to continue to be facilitated through the local authority's infrastructure for city development.
<b>32</b>	Areas of Specific Interest	Provide areas of on which you would wish to join a working group or network (virtual or otherwise), e.g. arts, tourism, housing, piers, sport, transport, heritage, marketing, etc.	We would be particularly interested around events, tourism, physical activity and sport, heritage and marketing.

