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**NOTICE OF MEETING**

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**CABINET MEMBER FOR CULTURE, LEISURE AND SPORT**

**FRIDAY, 6 FEBRUARY 2015 AT 9.00 AM**

**THE EXECUTIVE MEETING ROOM - THIRD FLOOR, THE GUILDHALL**

Telephone enquiries to Lisa Gallacher 02392834056

Email: [lisa.gallacher@portsmouthcc.gov.uk](mailto:lisa.gallacher@portsmouthcc.gov.uk)

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**CABINET MEMBER FOR CULTURE, LEISURE AND SPORT**

Councillor Linda Symes (Conservative)

**Group Spokespersons**

Councillor Lee Hunt, Liberal Democrat

Councillor David Horne, Labour

Councillor Julie Swan, UK Independence Party

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

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

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

## **A G E N D A**

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Allotment Charges (Pages 1 - 10)**

### **Purpose of report**

- (1) In line with the ambition of Portsmouth City Council to ensure that the fees for discretionary services are set to cover the costs of delivery, officers are recommending two options to increase fee levels to meet this objective.
- (2) To inform the cabinet member that allotments will no longer be offered for rent in rods (an obsolete unit of measurement) but will instead be offered in square meters.

### **RECOMMENDED**

- (1) That the cabinet member approves one of the options presented to move closer to the aim to ensure that fees generated from discretionary services cover the full cost of service delivery. In officers opinion, both options result in the same outcome financially, but option 1 has less risk, consequently option 1 is recommended.**
- (2) That the cabinet member notes the change in units of measurement of allotment plots.**

- 4 Fees and charges for seafront open spaces, equipment (Pages 11 - 22)**

### **Purpose of report**

To seek approval for changes to the fees and charges levied for the use of Culture and Leisure land within PCC.

### **RECOMMENDED**

- (1) That approval is given for all fees and charges to be increased by the rate of inflation as shown in Schedule A attached.**
- (2) That the fees and charges associated with sun hut hire are increased by 12% in order to achieve increased income targets.**
- (3) That the charge relating to seafront equipment is for a hire period of per event instead of per day.**
- (4) That a two tier charging rate is introduced for national and local charity events applying considerable discounts from commercial rates**
- (5) That new commercial hire fees for events on the Seafront are introduced where numbers are based on the guidelines for Premises**

**Licences and charged as follows:**

<b>Licenced Event Capacity per day</b>	<b>Hire Fee</b>	<b>Additional Fees</b>
4,999	£2,000	Nil
9,999	£2,000	5% of the average gross ticket price multiplied by the event capacity
14,999	£2,500	
19,999	£3,000	
29,999	£4,000	

- (6) That an administration fee is levied for the processing of all event applications in accordance with the attached schedule.**

<b>Numbers</b>	<b>On off non-refundable admin Fee</b>
Local Charity / Community Event	£20
National Charity	£40
Up to 4,999 Attendance	£100
Up to 9,999 Attendance	£175
Up to 14,999 Attendance	£250
Up to 19,999 Attendance	£300
Up to 29,999 Attendance	£350

**5 Portsmouth Museums Strategy (Pages 23 - 56)**

Purpose of report

The report presents the draft strategy for Portsmouth Museums Service 'Unlocking Potential, Transforming Lives.'

**RECOMMENDED**

- (1) That the draft strategy is approved for circulation for consultation.**
- (2) That the findings of the consultation are shared with Members and the draft strategy amended as appropriate at the next Culture, Leisure and Sport Cabinet Member Meeting.**

**6 Bookfest (Pages 57 - 64)**

Purpose of report

To inform the Cabinet Member for Culture, Leisure and Sport, about the 2014 Portsmouth BookFest and to make plans and recommendations for the future development of the festival.

**RECOMMENDED**

- (1) That the festival is moved to take place in February/March, starting at February half term and ending in World Book Day week in the first week of March. This change would begin in 2016.**

- (2) That BookFest seeks to engage with venue partners and cultural organisations in the city to programme and deliver events jointly.
- (3) That BookFest retains its programme of local author events and involves authors individually and as groups directly in the planning of the festival.
- (4) That BookFest retains and develops online ticket sales, retains in person sales in libraries and removes telephone sales.
- (5) That Bookfest continues to actively seek external funding and sponsorship from commercial sources

**7 Q2 Cash limit and Capital Monitoring report (Pages 65 - 80)**

Purpose of report

The purpose of this report is to inform the Cabinet Member and Group Spokespersons of;

- (1) The forecast revenue expenditure for the year compared with the cash limited budget
- (2) The forecast capital expenditure against the capital programme for the Culture Leisure and Sport Portfolio.

**RECOMMENDED**

**That the overspend is noted and that officers continue to explore options to remove the overspend by the Quarter 3 reporting date. (Please note that as at Q3 it is being recommended that the future budget for maintenance of the Pyramids is brought forward to this financial year to meet the costs of the brought forward repairs and maintenance carried out. This budget has been spent as it was intended albeit earlier than envisaged to take advantage of the closure of the facility. This would in effect eliminate the in-year overspend)**

The following item is for information only

**8 Community Centres Update (Pages 81 - 88)**

Purpose

To update the Cabinet Member for Culture, Leisure & Sport on the current 'state of health' of community centres within her portfolio and to outline any significant changes or events since the last update report in February 2013.

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



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# Agenda Item 3



Portsmouth  
CITY COUNCIL

Agenda item:

**Decision maker :** Culture, Leisure and Sport Decision Meeting

**Date of meeting:** 6 February 2015

**Subject:** Allotment charges

**Report by:** Head of Transport and Environment Service

**Wards affected:** All

**Key decision:** Yes

**Full Council decision:** No

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## 1. Purpose of report

- 1.1. In line with the ambition of Portsmouth City Council to ensure that the fees for discretionary services are set to cover the costs of delivery, officers are recommending two options to increase fee levels to meet this objective.
- 1.2. To inform the cabinet member that allotments will no longer be offered for rent in rods (an obsolete unit of measurement) but will instead be offered in square meters.

## 2. Recommendations

- 2.1. **That the cabinet member approves one of the options presented to move closer to the aim to ensure that fees generated from discretionary services cover the full cost of service delivery. In officers opinion, both options result in the same outcome financially, but option 1 has less risk, consequently option 1 is recommended.**
- 2.2. **That the cabinet member notes the change in units of measurement of allotment plots.**

## 3. Background

- 3.1. When setting rental charges for allotments, the council must have due regard to the relevant legislation - in this instance section 10 of the Allotments Act, 1950 which states:

*Land let by a council under the Allotments Acts, 1908 to 1931, for use as an allotment shall be let at such rent as a tenant may reasonably be expected to pay for the land if let for such use on the terms (other than terms as to rent) on which it is in fact let: .*

*Provided that land may be let by a council as aforesaid to a person at a less rent if the council are satisfied that there exist special circumstances affecting that person which render it proper for them to let the land to him at a less rent.*

- 3.2. In giving consideration to s10 of the Allotments Act, 1950 the cabinet member should be satisfied that the rent charged is at a level that a tenant may reasonably be expected to pay. Information relating to this test of reasonableness can be found in sections 8 and 9 below.
- 3.3. For many years allotments were subsidised by Portsmouth City Council. On 16 December 2011, officers were instructed to increase allotment rental charges over two years to arrive at a level of income that met expenditure and eliminated the subsidy.
- 3.4. On 12 December 2012, officers were instructed to achieve full cost recovery relating to allotments i.e. including administration staff costs also. The timescale was extended by a year to accommodate this further increase in income.
- 3.5. The rental charges that came in to effect on 1 Nov 2014 were such that income from allotments covered expenditure and staff costs. It was expected that rental charges would increase by inflation only thereafter.
- 3.6. Allotment budgets for 2015/16 are expected to generate a net income of £18,300; this is the cost of allotment staff.
- 3.7. Full cost recovery of the administration of allotments, however includes more than just staff employment costs. To achieve full cost recovery of the administration of allotments additional support costs would have to be included (e.g. insurance, HR support, training, IT support and equipment, finance support, office costs, transport costs incurred in employing those staff). If allotment budgets were to be adjusted to achieve full cost recovery of the administration, net income would rise to £36,400. The additional income represents approximately 25% of the budgeted income for the letting year beginning 1 November 2015.
- 3.8. Any additional income could not be achieved in full in the 2015/16 financial year as allotment rental charges are fixed until November 2015. In addition we are required under the terms of the tenancy agreements to give 12 months' notice of changes to rental charges. It is therefore not possible to implement the increase until the expiry of a twelve month notice period expiring between 29 September and 6 April. Thus the increase will not be possible before February 2016 meaning that less than 2/12ths of the additional income would be achieved in the 15/16 financial year. The full additional income would be achieved in the 16/17 financial year.

#### **4. Units of measurement**

- 4.1. Allotment plots have historically been measured in rods. A rod is a linear measurement equal to 5½ yards, but for allotments the term 'rod' is commonly



used as a unit of area equivalent to a square rod (30¼ square yards or 25.3m<sup>2</sup>). The council is required by law to use metric units as the primary measure (although non-metric units can be included as a secondary measure). Consequently plots will be measured in m<sup>2</sup> from now on.

- 4.2. Aside from a simple process of updating management software, there is little that will change as a result of this action. However, by moving from measuring in rods (rounded to the nearest half-rod) to m<sup>2</sup> (a much smaller unit) it may be anticipated that allotment tenants will decide to re-measure their plots themselves and approach the council for an adjustment to their annual rental charge if measurements are incorrect. It is unlikely that tenants would ask the council to correct measurements when their plot is larger than the area stated, so the effect of this would be to reduce income, although the impact is likely to be low.

## 5. Options for increasing income

- 5.1. Income from allotments comes from renting the plots of land themselves (currently 88% of the income) and from renting the council owned brick or concrete huts found on some sites (currently 12% of the income).
- 5.2. While there are around 500 people waiting for an allotment plot, there are vacant huts with no waiting list. Any significant increase to the cost of a council owned hut would likely mean that income from these assets would fall due to people giving up their tenancies. Consequently rental charges for huts have increased by inflation only in recent years. It is recommended that this approach continues for rental charges due in November 2015 (CPI in Oct 2014 = 1.3%).
- 5.3. Assuming that the cost of renting a council owned hut is increased by CPI only, the remainder of the increased income from allotment sites must be met through allotment plot rental charges.

### 5.4. Option 1: Simple increase to plot rental charges based on area of plot

Making no other changes to the way allotments are charged and sharing the impact of the required additional income among all tenants based *solely on the area of land they hold* would increase the rental charge per m<sup>2</sup> to £0.49 (from £0.43). The average plot (without a concession) would cost £62 a year.

Year (Nov to Oct)	2011/12	2012/13	2013/14	2014/15	2015/16
Cost per m <sup>2</sup>	£0.25	£0.28	£0.34	£0.43	£0.49

## 5.5. Option 2: Apply a standing charge per plot

- 5.5.1. Part of the allotment budget is for costs that are independent of grounds maintenance and therefore unrelated to the area of land that a tenant holds.

Budget type	Annual cost (Nov 2015 - Oct 2016) (projected)
Electricity	£360
NNDR (rates)	£1,600
Cleaning of toilets	£1,280
Equipment	£150
Printing	£150
Postages and carriage	£2,000
Software costs	£670
<b>Subtotal</b>	<b>£6,210</b>

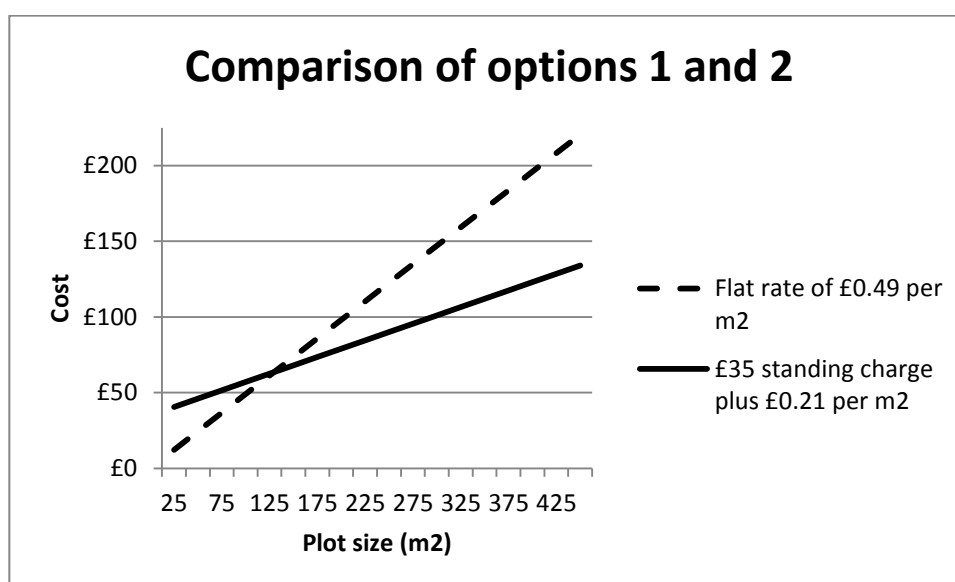
To this may be added the full cost recovery of the administration of allotments:

Budget type	Annual cost (Nov 2015 - Oct 2016) (projected)
Administration	£36,430
<b>Subtotal</b>	<b>£36,430</b>
<b>GRAND TOTAL</b>	<b>£42,640</b>

- 5.5.2. If these overhead costs are spread evenly across all 1771 plots, on the basis that they are not related to the size of the plots, this would result in a standing charge of £35 per plot (with no concession), Leisure card holders and over 60's would continue to receive a discount.
- 5.5.3. On top of the standing charge of £35 per plot, there would be an additional rental charge per m<sup>2</sup> of £0.21.

## 6. Comparison of options

	Standing charge	Charge per m <sup>2</sup>
Option 1	-	£0.49
Option 2	£35	£0.21



- 6.1. For each of the options above the cost would be the same for the average sized plot (125m<sup>2</sup> approx.). 55% of tenants have an average sized plot, 31% of tenants have a smaller than average sized plot; 14% of tenants have a larger than average sized plot.
- 6.2. The effect of a standing charge is to increase the cost of lower than average sized plots and decrease the cost of larger than average sized plots. The number of larger plots however is low and will continue to decline as they are divided up into smaller plots when they become available.

## 7. Effect of the additional income on rental charges

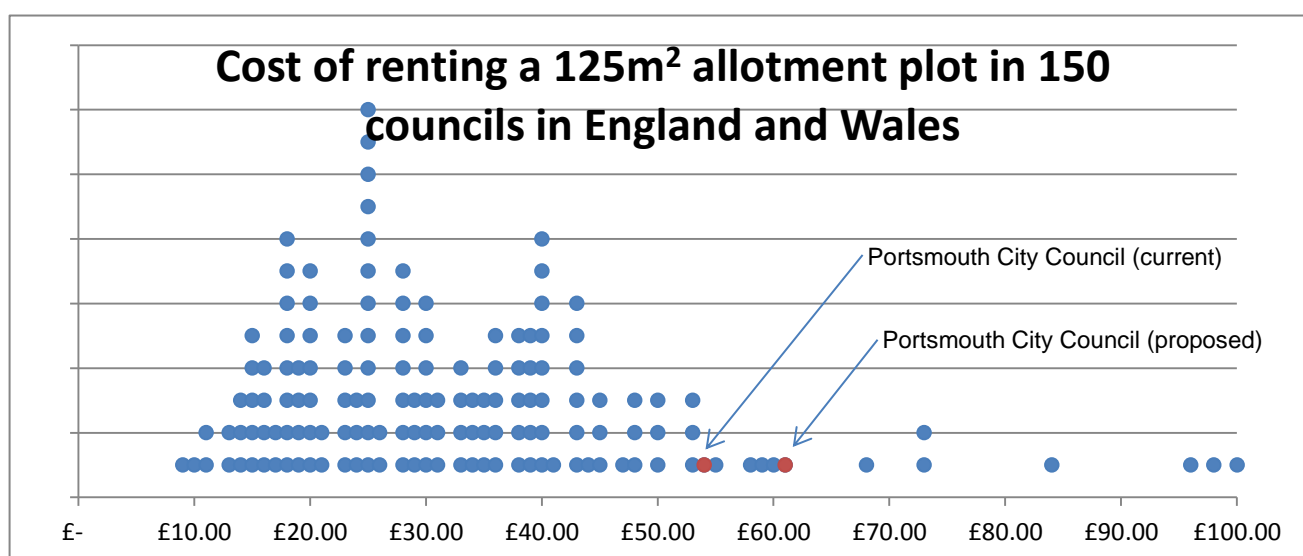
- 7.1. There has been an underspend on grounds maintenance in the past 12 months due to fewer plots being vacated in an extremely messy condition which the council have to clear before re-letting. This underspend has meant that the forecast expenditure for the next financial year is lower than this year.
- 7.2. It is assumed that this reduction in expenditure is due to the measures put in place on 11 November 2010 which have meant that plots are not left vacant for more than a few weeks and that plots which are not being cultivated are repossessed. As such it can be expected that the reduced cost of clearing overgrown plots will be sustained.
- 7.3. The effect of this reduced expenditure would be that if the additional income were not to be included in the budget allotment charges would not need to be increased

from November 2015 and could remain at the levels currently in place (i.e. £0.43 per m<sup>2</sup>)

	Option 1	Option 2	Annual charge for an average plot (approx.)
Charge from Nov 2015 if the additional income is implemented	£0.49 per m <sup>2</sup>	£35 + £0.21 per m <sup>2</sup>	£62
Charge from Nov 2015 if the additional income is not implemented	£0.43 per m <sup>2</sup>	£20 + £0.28 per rod	£55

## 8. Comparison to other local authorities

- 8.1. A survey of district/borough councils and unitary authorities in England and Wales who have published their allotment charges on their website is presented below. In many local authority areas allotments are administered by parish councils or allotment associations. In most of these instances charges are not immediately available online.



- 8.2. The rental charges published by councils on their websites may not necessarily be up to date and councils charge for allotments in different ways using different units of measurement. However by comparing the cost of the average sized plot in Portsmouth to the same sized plots elsewhere it is believed that the information presented above is a reasonably accurate representation of the range of charges for allotments in England and Wales.
- 8.3. Whilst acknowledging that the sample is only 46% of district/borough councils and unitary authorities in England and Wales, it appears reasonable to conclude, from the information above, that the charges currently in Portsmouth and those proposed, do not fall outside the current range of charges in England and Wales. Both current and proposed charges fall within 2 standard deviations of the mean rental charge from the data above (mean = £32.85, sd £16.73).

## 9. Public consultation

9.1. Portsmouth City Council conducted a budget consultation between Monday 15 September 2014 and 13 October 2014 comprising of an online questionnaire which asked a series of questions on a wide range of issues to gauge public opinion. A total of 2460 responses were received.

9.2. One of the questions concerned allotment charges with respondents offered a choice of:

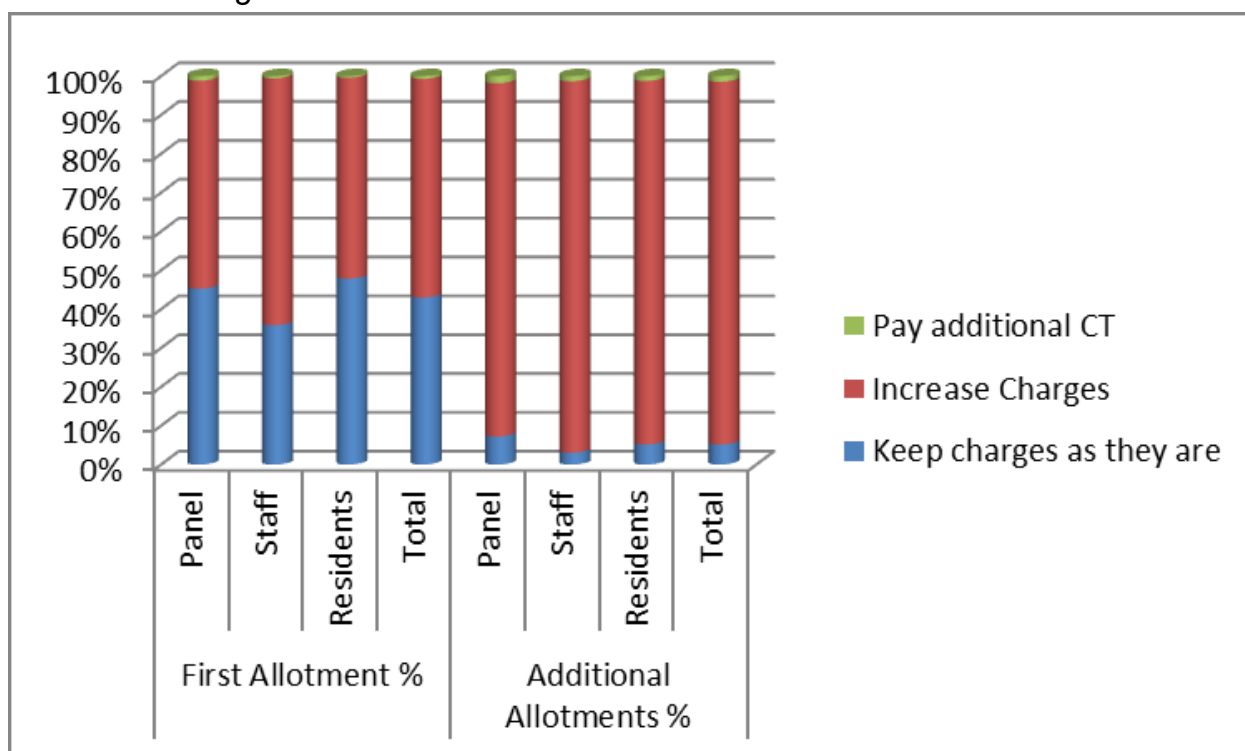
- keeping allotment charges as they are
- increasing allotment charges
- increasing council tax

The question was repeated relating to additional plots where tenants have more than one plot.

9.3. The report concludes:

*The data on this question does indicate an appetite to increase the charges for both a first and any other subsequent allotments rented by individuals*

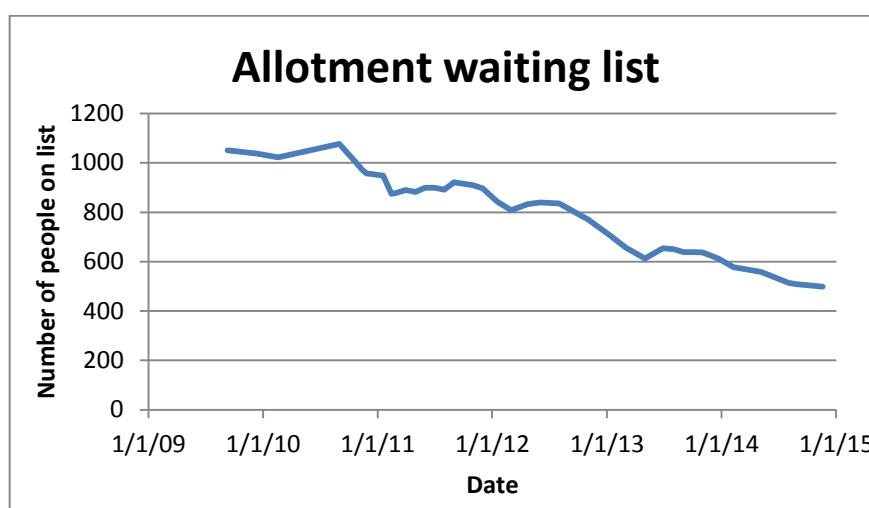
*While there were some good points raised on the health benefits and the notion of community pride allotments engender, it was felt by the majority that there could and there should be an increase in charges.*



	First Allotment %				Additional Allotments %			
	Panel	Staff	Residents	Total	Panel	Staff	Residents	Total
<b>Keep charges as they are</b>	45.29	35.87	47.91	43.02	7.27	3.07	5.18	5.17
<b>Increase charges</b>	53.53	63.56	51.69	56.26	90.91	95.63	93.59	93.38
<b>Pay additional council tax</b>	1.18	0.57	0.40	0.72	1.82	1.30	1.23	1.45

## 10. Risks

### 10.1. Declining waiting list



- 10.1.1. The number of people waiting for an allotment in Portsmouth has halved in the past five years. This is due to a combination of a number of factors; i.e. increased numbers of allotment plots available due to splitting larger plots; more rigorous plot inspections to repossess unused plots; and a slight decline in demand.
- 10.1.2. There is a risk that increasing charges further may encourage some existing allotment tenants to give up; may discourage people on the waiting list from taking on a plot; and may discourage people from applying to join the waiting list. The effect of this may be to accelerate the decline in the waiting list.
- 10.1.3. If the level of rental charge identified in this report proved too high for tenants to bear, and occupancy levels fell below 100% (i.e. no waiting list), there would be time for adjustments to be made to revert to the existing levels before invoices are sent for tenancy renewals in November 2015.

## 10.2. Opposition from tenants with multiple plots

Number of plots held	Number of tenants
1	1648
2	107
3	10
4	5
5	1
<b>TOTAL</b>	<b>1771</b>

10.2.1. There are 123 people with more than one plot. In most cases these multiple plots were let when the waiting list was zero in the 1990's and early 2000's.

10.2.2. If a standing charge were implemented then a tenant with, for example, two plots of 125m<sup>2</sup> would incur two standing charges whereas a tenant with a single plot of 250m<sup>2</sup> would only incur one standing charge and so would be paying less for the same area of land than the tenant with two plots.

## 11. Equality impact assessment (EIA)

11.1. An equality impact assessment is not required as the recommendations do not have a negative impact on any of the protected characteristics as described in the Equality Act 2010.

## 12. Legal comments

12.1. The legal issues raised by this report are addressed in the body of it.

## 13. Finance comments

13.1. The approval of the first recommendation of this report is forecast to generate an additional £20k of income. This will contribute to the full running costs of the allotment service. Currently the full costs of the allotment service is not met by the income generated by the fees charged.

13.2. This is in line with the ambition of the council to ensure that the charges for discretionary services are set at a level to cover the cost of service provision.

13.3. The approval of the second recommendation to transfer from measurement in rods to m<sup>2</sup> is not envisioned to have any immediate impact on the income received as it will be a like for like charge. Any change to the income received will be as a result of tenants measuring their plot areas although at this stage this impact is not considered to be significant.

.....  
Signed by:  
Simon Moon  
Head of Transport and Environment Service

**Appendices:**  
**None**

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

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

<b>Title of document</b>	<b>Location</b>

The recommendation(s) set out above were approved / approved as amended / deferred / rejected by Cabinet Member for Culture, Leisure & Sport on the 6<sup>th</sup> February 2015

.....  
Signed by:  
Councillor Lynda Symes  
Cabinet Member for Culture, Leisure and Sport



# Agenda Item 4



**Portsmouth**  
CITY COUNCIL

**Agenda item:**

**Title of meeting:** Culture, Leisure and Sport Meeting

**Date of meeting:** 6 February 2015

**Subject:** Seafront Use of Land  
Fees and Charges

**Report by:** Head of City Development and Cultural Services

**Report Author:** David Evans, Seafront Manager

**Wards affected:** All

**Key decision:** No

**Full Council decision:** No

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**1. Purpose of report**

- 1.1** To seek approval for changes to the fees and charges levied for the use of Culture and Leisure land within PCC.

**2. Recommendations**

- 2.1** That approval is given for all fees and charges to be increased by the rate of inflation as shown in Schedule A attached.
- 2.2** That the fees and charges associated with sun hut hire are increased by 12% in order to achieve increased income targets.
- 2.3** That the charge relating to seafront equipment is for a hire period of per event instead of per day.
- 2.4** That a two tier charging rate is introduced for national and local charity events applying considerable discounts from commercial rates

- 2.5 That new commercial hire fees for events on the Seafront are introduced where numbers are based on the guidelines for Premises Licences and charged as follows:**

Licenced Event Capacity per day	Hire Fee	Additional Fees
4,999	£2,000	Nil
9,999	£2,000	5% of the average gross ticket price multiplied by the event capacity
14,999	£2,500	
19,999	£3,000	
29,999	£4,000	

- 2.6 That an administration fee is levied for the processing of all event applications in accordance with the attached schedule.**

Numbers	On off non-refundable admin Fee
Local Charity / Community Event	£20
National Charity	£40
Up to 4,999 Attendance	£100
Up to 9,999 Attendance	£175
Up to 14,999 Attendance	£250
Up to 19,999 Attendance	£300
Up to 29,999 Attendance	£350

### **3. Background**

- 3.1** In line with Audit Commission recommendations and Financial Rules our fees and charges have been reviewed and market rates applied where appropriate. The attached Schedule A sets out the current charges and details of the proposed changes.

### **3.2 Sun Huts**

Sun hut prices have been raised as a result of the need to increase the level of income generated by the service. There is a long waiting list for sun hut tenancies and it is not anticipated that the increase in price will affect demand.

### **3.3 Hire of Seafront Equipment**

Currently these charges are not commercially competitive. In order to rectify this, the time frame for hire of equipment has been amended from per day to per event. It is anticipated that this will raise demand for the service.

### **3.4 Site Fees for Charity Events**

- 3.4.1** In line with the common practice of other Local Authorities it is proposed that there is a two tier charging mechanism for charities.

- 3.4.2 National charities have the infrastructure to be able to organise much larger events and raise significantly more income from them compared to a small local charity. This is recognised in the attached charging schedule.

#### **4. Reasons for recommendations**

- 4.1 Charges have been reviewed and adjusted, where appropriate, to reflect the rates currently being charged in the market, maximising income where possible.
- 4.2 Site fees have been reviewed to ensure that a commercially appropriate fee for the hire of PCC land is charged.
- 4.3 The introduction of a Processing Fee for events will ensure that site bookings are completed. At present, provisional bookings may be taken to reserve a site with no incentive for the customer to finalise the details.

#### **5. Equality impact assessment (EIA)**

- 5.1 An equality impact assessment is not required as the recommendations do not have a negative impact on any of the protected characteristics as described in the Equality Act 2010

#### **6. Legal comments**

- 6.1 As this service is provided on a discretionary basis then the charges need to be reasonable and in pursuit of a permitted aim. These proposals follow these principles.

#### **7. Head of Finance comments**

- 7.1 The charges have been updated to reflect current market prices, ensuring that they remain relevant and competitive where practicable.

The most significant addition is the schedule of charges which specifically relate to large scale commercial events. This provides a clear charging framework which is consistent with that of other neighbouring local authorities.

.....  
Signed by:  
**Stephen Baily**  
**Head of City Development and Cultural Services**

**Appendices:** Appendix A - Schedule A - Charges for 2015/2016

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

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

<b>Title of document</b>	<b>Location</b>
Schedule A	With report
Schedule B	With report

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by Cabinet member for Culture, leisure and Sport on Friday 6 February 2015.

.....  
Signed by:  
**Cabinet Member of Culture, Leisure and Sport**

## CITY DEVELOPMENT AND CULTURAL SERVICES

### SCHEDULE A

CHARGES FOR 2015/16 (To be operative from 1 April 2015 unless otherwise stated)

	Charges 2014/15	Charges 2015/16
<b><u>SUN HUTS</u></b>		
ANNUAL SUN HUTS RESIDENT	599.17	659.17
ANNUAL SUN HUTS NON RESIDENT	1090.00	1199.17
WEEKLY SUN HUT RESIDENT	81.67	90.00
LEISURE CARD HOLDERS	49.00	54.00
ANNUAL SUN HUTS (Charge for refrigerator)	21.39	24.17
<b><u>HIRE OF SEAFRONT MANAGEMENT EQUIPMENT FOR CHARITY</u></b>		
<b><u>EVENTS PER DAY</u></b>		
Trestle Tables - each	6.25	6.25
Chairs - each	2.58	2.58
Deckchairs - each	2.83	2.83
Pins (10)	4.58	4.58
Tape - 25m	4.38	4.38
Crowd Barriers - each	4.13	4.13
Generator	27.54	27.54
Traffic Cones - each	0.75	0.75
Dais	35.88	35.88
Marquee 20x40	377.50	377.50
Marquee 20x30	334.17	334.17
<b><u>DAILY CHARITY RATES ALL SEAFRONT OPEN SPACES</u></b>		
Local Charity	349.00	360.00
National Charity	N/A	600.00
Deposit per Event (Minimum)	288.00	300.00
<b><u>DAILY SITE FEES FOR COMMERCIAL EVENTS</u></b>		
Seafront - up to 4,999 licenced capacity	1982.00	2,000.00
Seafront - up to 9,999 Licenced capacity <b>(+5%, of the average gross price multiplied by the event capacity)</b>		2,000.00
Seafront - per day up to 14,999 licenced capacity + 5%, as above		2,500.00
Seafront - per day up to 19,999 licenced capacity + 5%, as above		3,000.00
Seafront - per day up to 29,999 licenced capacity + 5%, as above		4,000.00
Seafront - per set up day		500.00
Seafront - per strike down day	500.00	500.00
Deposit per Event (Minimum)	500.00	On application
<b><u>ADMINISTRATION FEES</u></b>		
Community Events		20.00
Local Charity		20.00
National Charity		40.00
Up to 4,999 ticket sales		100.00
Up to 9,999 ticket sales		175.00
Up to 14,999 ticket sales		250.00
Up to 19,999 ticket sales		300.00
Up to 29,999 ticket sales		350.00
<b><u>HELICOPTERS - Landing Charge</u></b>		
	191.07	On application
<b><u>POSTERS</u></b>		
A1 - per poster per week (10+)	0.00	4.17
A1 - per poster per week (5-9)	5.00	5.17

## CITY DEVELOPMENT AND CULTURAL SERVICES

### SCHEDULE A

CHARGES FOR 2015/16 (To be operative from 1 April 2015 unless otherwise stated)

Entrance to City boards- per poster per week	34.17	35.21
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# **SCHEDULE A                      TRANSPORT AND ENVIRONMENT SERVICE**

CHARGES FOR 2015/16

(To be operative from 1 April 2015 unless otherwise stated)

	<b>CHARGES 2014/15</b>		<b>CHARGES 2015/16</b>		<b>LEISURE CARD</b>	
	<b>Base rate</b>	<b>Base rate + 20.0% VAT</b>	<b>Base rate</b>	<b>Base rate + 20.0% VAT</b>	<b>Base rate</b>	<b>Base rate + 20.0% VAT</b>

## CRICKET

<b>ST HELENS FIELD</b>						
All Day	109.75	131.70	111.08	133.30		
" " (Colts)	65.88	79.05	66.67	80.00		
Half Day	86.79	104.15	87.83	105.40		
" " (Colts)	52.08	62.50	52.71	63.25		
" " (Colts) Mornings only	34.71	41.65	35.13	42.15		
After 6.00 pm	58.71	70.45	59.42	71.30		
" " " (Colts)	35.21	42.25	35.63	42.75		
All Weather Pitch	33.17	39.80	33.58	40.30		
All Weather Pitch - juniors	19.92	23.90	20.17	24.20		

<b>DRAYTON PARK</b>						
All Day	78.29	93.95	79.25	95.10		
" " (Colts)	46.96	56.35	47.54	57.05		
Half Day	61.25	73.50	62.00	74.40		
" " (Colts)	36.75	44.10	37.21	44.65		
" " (Colts) Mornings only	24.50	29.40	24.79	29.75		
After 6.00 pm	42.54	51.05	43.04	51.65		
" " " (Colts)	25.54	30.65	25.83	31.00		
All Weather Pitch	28.92	34.70	29.25	35.10		
All Weather Pitch - juniors	17.38	20.85	17.58	21.10		

# **SCHEDULE A                      TRANSPORT AND ENVIRONMENT SERVICE**

CHARGES FOR 2015/16

(To be operative from 1 April 2015 unless otherwise stated)

	<b>CHARGES 2014/15</b>		<b>CHARGES 2015/16</b>		<b>LEISURE CARD</b>	
	<b>Base rate</b>	<b>Base rate + 20.0% VAT</b>	<b>Base rate</b>	<b>Base rate + 20.0% VAT</b>	<b>Base rate</b>	<b>Base rate + 20.0% VAT</b>

<b>FARLINGTON NOS 1, 2 &amp; 3 and RUGBY CAMP</b>						
All Day	70.63	84.75	71.46	85.75		
" " (Colts)	42.38	50.85	42.88	51.45		
Half Day	54.46	65.35	55.13	66.15		
" " (Colts)	32.67	39.20	33.04	39.65		
" " (Colts) Mornings only	21.79	26.15	22.04	26.45		
After 6.00 pm	38.29	45.95	38.75	46.50		
" " " (Colts)	22.96	27.55	23.25	27.90		
Schools per match Monday to Friday finish by 6.00 p.m.	31.92	38.30	32.29	38.75		

<b>LANGSTONE HARBOUR SPORTS FIELD</b>						
All Day	68.08	81.70	68.92	82.70		
" " (Colts)	40.83	49.00	41.33	49.60		
Half Day	49.33	59.20	49.92	59.90		
" " (Colts)	29.63	35.55	30.00	36.00		
" " (Colts) Mornings only	19.75	23.70	20.00	24.00		
After 6.00 pm	32.33	38.80	32.71	39.25		
" " " (Colts)	19.42	23.30	19.67	23.60		



# **SCHEDULE A                      TRANSPORT AND ENVIRONMENT SERVICE**

CHARGES FOR 2015/16

(To be operative from 1 April 2015 unless otherwise stated)

	<b>CHARGES 2014/15</b>		<b>CHARGES 2015/16</b>		<b>LEISURE CARD</b>	
	<b>Base rate</b>	<b>Base rate + 20.0% VAT</b>	<b>Base rate</b>	<b>Base rate + 20.0% VAT</b>	<b>Base rate</b>	<b>Base rate + 20.0% VAT</b>

***FOOTBALL (from 1 June)***

Per Pitch -Full facilities       - Adults	42.54	51.05	43.04	51.65
" " " " "                               - Juniors	25.54	30.65	25.83	31.00
" " -Reduced facilities       - Adults	25.54	30.65	25.83	31.00
" " " " "                               - Juniors	15.33	18.40	15.50	18.60
Double Banked Match - Full facilities   - Adults	68.08	81.70	68.92	82.70
" " " " "                               - Juniors	40.83	49.00	41.33	49.60
Double Banked Match - Reduced facilities   - Adults	40.83	49.00	41.33	49.60
" " " " "                               - Juniors	24.50	29.40	24.79	29.75
Schools   - per Pitch per Hour   - Full facilities	16.17	19.40	16.38	19.65
" " " " "                               - Reduced facilities	9.71	11.65	9.83	11.80

***MINI SOCCER (from 1 June)***

Per Pitch   Per Match   Full Facilities	11.04	13.25	11.17	13.40
Per Pitch   Per Match   Reduced Facilities	8.29	9.95	8.38	10.05

***RUGBY (from 1 June)***

Per Pitch	42.54	51.05	43.04	51.65
Off Pitch training session - 50% of Pitch fee per session				
Per Pitch   - Juniors	25.54	30.65	25.83	31.00
Off Pitch training session - 50% of Pitch fee per session - Juniors				

***ROUNDERS***

Per Pitch - Per Match	9.79	11.75	9.92	11.90
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***BASEBALL AND SOFTBALL***

Per Pitch - Per Match	25.54	30.65	25.83	31.00
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# **SCHEDULE A                      TRANSPORT AND ENVIRONMENT SERVICE**

CHARGES FOR 2015/16

(To be operative from 1 April 2015 unless otherwise stated)

	CHARGES 2014/15		CHARGES 2015/16		LEISURE CARD	
	Base rate	Base rate + 20.0% VAT	Base rate	Base rate + 20.0% VAT	Base rate	Base rate + 20.0% VAT

## **BRANSBURY PARK**

<u>NETBALL</u>						
Per Court - Per 1 1/4 Hours	9.79	11.75	9.92	11.90		
" " " " " - Juniors	5.88	7.05	5.96	7.15		
Charge per 1 1/4 Hours for Floodlights.	9.79	11.75	9.92	11.90		

<u>5-A-SIDE FOOTBALL (from 1 April)</u>						
Per pitch - per Hour	18.29	21.95	18.50	22.20		
" " " Juniors	10.96	13.15	11.08	13.30		
Charge per Hour for Floodlights (in addition to Hire Charge)	8.08	9.70	8.17	9.80		

<u>TENNIS</u>						
Per Court per Hour	4.67	5.60	4.71	5.65		
" " " " " - Jnr/SC	2.92	3.50	2.96	3.55		
Charge for Floodlights per Court per Hour (in addition to Hire Charge)	3.67	4.40	3.71	4.45		
Reservation Fee for Block Booking of Tennis Courts - 20% of Court Fee (Leisure Service Committee, 4 June 1990)						

2.83	3.40
1.79	2.15
2.21	2.65

**SCHEDULE A****CHARGES FOR 2015/16**

(To be operative from 1 April 2015 unless otherwise stated)

	<b>CHARGES 2014/15</b>	<b>CHARGES 2015/16</b>
	<b>Base rate</b>	<b>Base rate</b>
<b><u>PARKS MANAGEMENT - SITE FEES</u></b>		
Local event for local people	FREE	FREE
Small free community / charity event (less than 100 people)	FREE	FREE
<b><u>Event for up to 250 people</u></b>		
Non Charity - Victoria Park	344.00	350.00
Non Charity - other	172.00	175.00
Charity - Victoria Park	172.00	175.00
Charity - other	86.00	88.00
Deposit	250.00	250.00

A deposit is often not required. Whether or not to charge a refundable deposit is based on the likelihood of the event causing damage taking into account the following factors:

- Size of the event
- Weather conditions / time of year
- Vehicles driving onto site

**Event for over 250 people**

On application

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# Agenda Item 5



Portsmouth  
CITY COUNCIL

Agenda item:

**Title of meeting:** Culture, Leisure and Sport Decision Meeting

**Date of meeting:** 6 February 2015

**Subject:** Portsmouth Museums Strategy

**Report by:** Head of City Development and Cultural Services

**Wards affected:** ALL

**Key decision:** No

**Full Council decision:** No

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## 1. Purpose of report

- 1.1 The report presents the draft strategy for Portsmouth Museums Service 'Unlocking Potential, Transforming Lives.'

## 2. Recommendations

- 2.1 **The draft strategy is approved for circulation for consultation.**
- 2.2 **The findings of the consultation are shared with Members and the draft strategy amended as appropriate at the next Culture, Leisure and Sport Cabinet Member Meeting.**

## 3. Background

- 3.1 In recent years, although the Portsmouth Museums Service has prepared an annual review and operational plan on a page, it has been operating in the absence of an overarching strategy expressing the vision for the service and identifying the key aims and priorities. The draft Strategy attached at Appendix 1 addresses this. It covers the period from 2015 to 2020 and is divided into 3 sections.
- 3.2 Section 1 of the strategy *Where we are now: Telling the story of Portsmouth*, sets the council's museums service in the context of the wider museum provision within the city and presents information about visitor numbers, the visitor demographic and how this has benefited from the service's efforts to engage the moderate means demographic.
- 3.3 Section 2 *Where are we going: Unlocking potential, transforming lives*, outlines the contribution of the Museums Service towards achieving the city's aspirations for the future - from inspiring innovation and creativity to literacy and numeracy to health and wellbeing and presents the Dickens Community Archive project 'A Tale of One City' as an exemplar of good practice.

This approach, in which the museum collections are used to inspire and engage and deliver a raft of other benefits to communities and individuals, underpins the Museums Strategy.

3.4 This is encapsulated in the vision for the Museums Service:

*The Museums Service contributes to the Council's vision for Portsmouth as '**the great waterfront city**'. Our collections are a resource and tool that benefit local communities, visitors and the city itself. Our collections are inspiring, accessible and relevant, supporting local learning, employability, skills development and wellbeing and providing high quality visitor attractions offering excellent customer care.*

3.5 The key aims of the Museums Service focus on:

- diversity
- learning
- internationally significant collections
- resilience achieved through an entrepreneurial approach
- developing and empowering staff
- developing audiences through digital technology

3.6 The final section, Section 3, considers *How we get there: challenges and opportunities* and starts with a brief introduction to the Museums Associations vision for the impact of museums: '*museums change lives*'. This identifies 3 key areas where museums change lives; they enhance wellbeing, create better places and inspire people and ideas. The challenges and opportunities facing the service in achieving its vision are discussed including:

- financial environment
- D-Day and Conan-Doyle collections and their potential
- partnerships and collaboration
- potential of digital technologies
- involving volunteers
- income generation

3.7 The Museums Strategy will be reviewed in 2020.

#### **4. Reasons for recommendations**

4.1 The Museums Strategy will enable the Service to prioritise and plan more effectively over the next 5 years. Work plans will be produced annually illustrating how the service plans to deliver its Key Aims. This document, with the annual work plan, will be submitted as part of the Service's application to the Arts Council for Accreditation in April 2015.

4.2 The document presented here is a draft. The aim now is to seek the views of stakeholders through consultation. It is proposed that those being consulted will include:

**National bodies**

- Arts Council England and the Museums Association

**Museum Services within the city / region**

- National Museum of the Royal Navy
- Southampton, Brighton and Hampshire

**Cultural organisations and other partners**

- Shaping Portsmouth, Portsmouth Festivities, University of Portsmouth, Aspex

**Supporting groups**

- Dickens Fellowship, D-Day and Normandy Fellowship, D-Day Museum Trust, Friends of Cumberland House, Overlord Embroidery Trust

**Volunteers**

- Volunteers supporting the Museums Service and Doyle Collection

**Community**

- Copies of the draft Museums Strategy will also be located at libraries and community centres

**City Development & Culture staff and colleagues from other services**

- 4.3 The consultation and formal approval process needs to be completed by April 2015 to meet the deadline for the council's application to ACE for Accreditation.

**5. Equality impact assessment (EIA)**

- 5.1 A Preliminary EIA has been undertaken.

**6. Legal comments**

- 6.1 There are no legal issues raised in this report other than those which relate to the need to ensure that consultation is carried out with all appropriate individuals and bodies to ensure that the widest views are obtained. It is also essential that those views are taken in account in revising the proposed strategy.

**7. Financial comments**

- 7.1 The recommendations contained within this report will be carried out within existing budget resources.

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Signed by:

**Stephen Baily**

**Head of City Development and Cultural Services**

**Appendices:        Draft Museum Strategy**

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

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

<b>Title of document</b>	<b>Location</b>

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by Cabinet member for Culture, Leisure and Sport on 6 February 2015.

.....

Signed by:

**Cabinet Member for Culture Leisure and Sport**



## Unlocking Potential, Transforming Lives

# Portsmouth Museums Service

## Strategy 2015 – 2020

**January 2015**



## Foreword

The City Museums collectively tell the story of Portsmouth – a city that perhaps more than any other city outside London, perfectly captures the diversity of contemporary Britain. Portsmouth has played – and continues to play – a significant role in some of the pivotal events in national and world history. Ours is a unique story: a tale of one city's struggle and survival, a story of inspiration and innovation, and a celebration of the pride and passion of all who have been born and lived in the city. Ours is a story that engages residents and all those who travel to Portsmouth to work, study or play. In an increasingly connected world, Portsmouth's story also has the potential to reach out to international audiences through the web, social media and digital technology.

Over 2013-2014, we welcomed over a quarter of a million people across our 6 museums, offering visitors and residents a multitude of ways to engage with the history of Portsmouth and the heritage of our citizens, who through the best and worst of times have shaped the physical and social landscape around us. In recent years, we have also expanded the Service to include the provision of information, guiding visitors and residents to the broader experiences Portsmouth has to offer.

Museums engage people and deliver unique benefits for the visitors they serve – supporting lifelong learning from the classroom to the community centre, enhancing wellbeing for visitors and residents alike, creating and celebrating local pride in Portsmouth and our many communities, and strengthening the regeneration of the city and the growth of our visitor economy.

One project that perfectly exemplifies the unique impact of museums is *A Tale of One City*, which enabled 500 people to explore their family, community and local history in the Portsmouth Archives while developing new skills. Projects like this present a blueprint for the potential of museums to transform the lives of those we engage and to show the impact museums have when we work directly with local communities.

It is because museums really do have the power to change lives that it has never been more important than now, in the current economic climate, to reflect on their future role as part of broader city services: contributing to regeneration and economic growth, learning and wellbeing, skills development and business growth and political engagement, for example. Museums have the potential to generate new income streams, bring new visitors to the city and to stimulate growth in the overall visitor economy. Moving into the virtual world, the web offers us the chance to engage with experts, enthusiasts and virtual visitors across the globe; challenging us to re-present our collections in new ways that are meaningful and exciting and which invite interaction from people across the world.

Our challenge now is to make the most of these opportunities in a period of economic and political austerity. To date the Museums Service has risen to this challenge, spreading our passion for the story of Portsmouth by sharing our collections and delivering a wide array of museum services for our audiences. We couldn't have done this without the fantastic support of our volunteers, who give their time and energy to the service, often behind the scenes; or without our many partner services and organisations that facilitate our engagement with the communities they support.

## Business Draft Confidential - Subject to Change

But to make sure that Museums can keep making the difference only we can make, we need to address the biggest challenges that face us: reducing budgets and the need to increase our own income, retaining and valuing our talented staff and volunteers, developing new working partnerships across all sectors, and making sure that our service structure is fit for purpose, resilient and sustainable in our rapidly changing world.

Our strategy aims to explore those challenges and opportunities in more detail, presenting the blueprint for the development of a Museums Service for Portsmouth that is fighting fit for the future, whatever it might bring.

Two of the city's gems exemplify our strategy: the D-Day Museum and the Conan Doyle Collection, Lancelyn Green Bequest. Funding and support from the Heritage Lottery Fund and the Arts Council, England for D-Day 70, *Launching the Invasion* and *D-Day+Youth*, respectively will help us to engage new and existing audiences, benefit the city and enhance the resilience of the Service. We have also received development funding from the Heritage Lottery Fund for a £5 million redevelopment of the Museum itself. At the same time, the Conan Doyle Collection, Lancelyn Green Collection offers a strong opportunity to make the most of Portsmouth's identity as the birthplace of Sherlock Holmes, as the home of Conan Doyle and now as home to an internationally renowned collection of archives and memorabilia relating to the great detective and his famous creator.

In both of these collections as well as across the Service as a whole, we hope to honour and celebrate the story of Portsmouth, because it has a special relevance to all of us: no matter where we are from and no matter if our connection with Portsmouth spans a moment or a lifetime.

**Stephen Baily**

**Head of City Development & Cultural Services**

Email: [Stephen.baily@portsmouthcc.gov.uk](mailto:Stephen.baily@portsmouthcc.gov.uk),

## Executive Summary

The current period of rapid change in the UK's economic and political landscape has affected the museums sector dramatically in past years. Many museums, including the six museums owned and run by Portsmouth City Council, are working with less resources and capacity. However, the potential for museums to support broader social and economic aspirations has never been greater. Museums are more than the buildings that house them, more than their constituent collections. At their best, museums offer 'two-way relationships with communities, drawing on a wide range of skills, knowledge, experience and networks. They are becoming increasingly outward looking, building more relationships with partners. They are welcoming more people as active participants.' (Museums Association, 2013)

### Our vision:

**The Museum Service contributes to the Council's vision for Portsmouth as '*the great waterfront city*'.**

**Our collections are a resource and tool that benefit local communities, visitors and the city itself. Our collections are inspiring, accessible and relevant, supporting local learning, employability, skills development and wellbeing and providing high quality visitor attractions offering excellent customer care.**

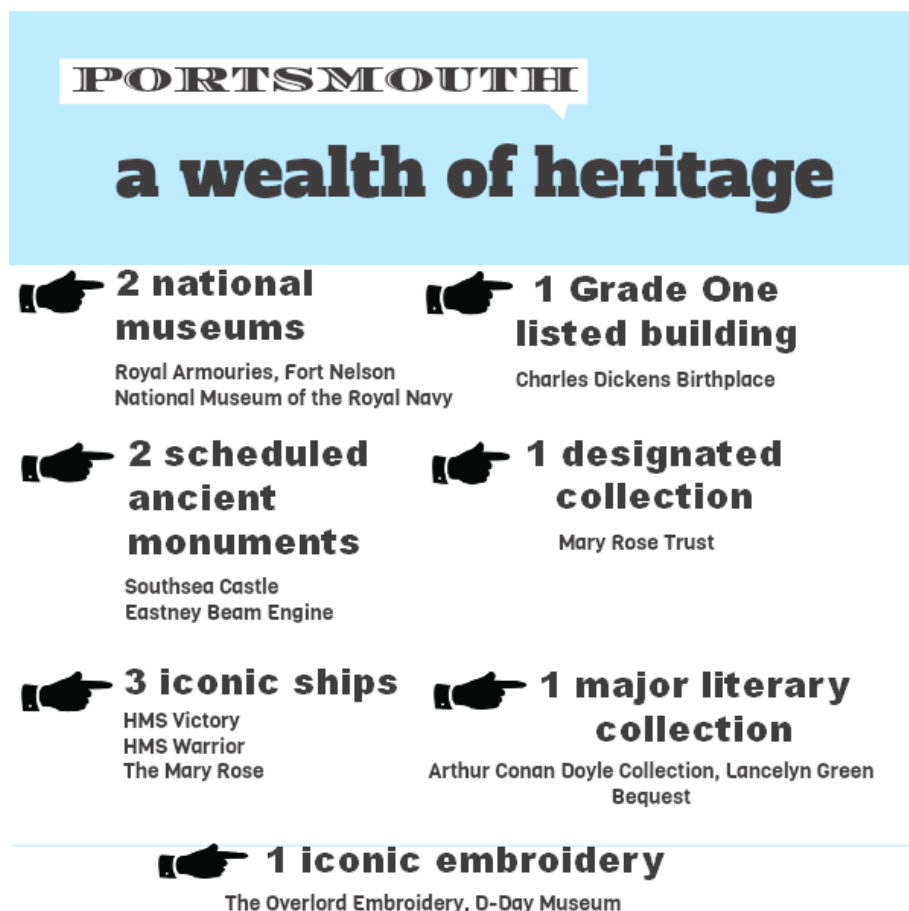
### Our key aims:

To achieve our purpose, we will focus on the following key aims 2015 – 2020.

- 1. Reflect the diversity of the city's culture and communities in our visitors and offer**
- 2. Provide inspirational opportunities for people to enjoy and learn from the collections**
- 3. Build the profile and reputation of the Great Waterfront City by showcasing the national and international heritage of the city, and delivering excellent customer care**
- 4. Ensure sustainability and resilience through an entrepreneurial approach to income generation and partnerships**
- 5. Create a learning culture across the service to develop and empower staff**
- 6. Develop new audiences using digital technology**

**We aspire to showcase the very best that museums have to offer. Our strategy for the development of the Museums Service aims not only to tell the story of Portsmouth's past, but also to contribute to the unfolding story of Portsmouth in the future.**

## 1. Where we are now: Telling the story of Portsmouth



Beyond the Council's offer, Portsmouth's museums reflect the maritime and naval heritage of the city, with the most significant collections being housed in Portsmouth Historic Dockyard, one of the major visitor attractions of the South East. The new Mary Rose Museum and 20<sup>th</sup> Century Galleries at the National Museum of the Royal Navy will have a major impact on the city as a visitor destination. The collections and museums run by Portsmouth City Council complement the wider landscape of museums in the city, including social, literary, natural and industrial histories, and fine and decorative art collections.

Each of our museums and the collections therein reveal a particular aspect of the story of Portsmouth:

- **Portsmouth's role at the centre stage of national and international history**

Southsea Castle

D-Day Museum

- **Portsmouth, the Home of Great Writing**

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Dickens Birthplace

Arthur Conan Doyle Collection, Lancelyn Green Bequest

- **Portsmouth Health, Sanitation and Engineering**

Eastney Beam Engine House

- **Natural History**

Cumberland House

The City Museum fulfils a broader role that introduces visitors to the story of Portsmouth as a city, through galleries that include *No Place Like Pompey*, *Portsmouth at Play* and *Football in the City*. The City Museum is the only venue where the city of Portsmouth's Fine and Decorative Art Collection is displayed, and is also currently home to the only museum quality temporary exhibition gallery in the city<sup>1</sup>, which has helped to facilitate some of the service's most popular community and visitor success stories, including *A Tale of One City*, *The Magic of Masks & Puppets*, *Alien Invasion* and most recently, *Secret Egypt*. This space is significantly different from the exhibition spaces at the Eldon Building or Aspex<sup>2</sup>

**In 2013/14 we welcomed more than a quarter of a million visitors to our museums (310,486), an increase on the previous year.**

### Visitor Statistics 2013/14

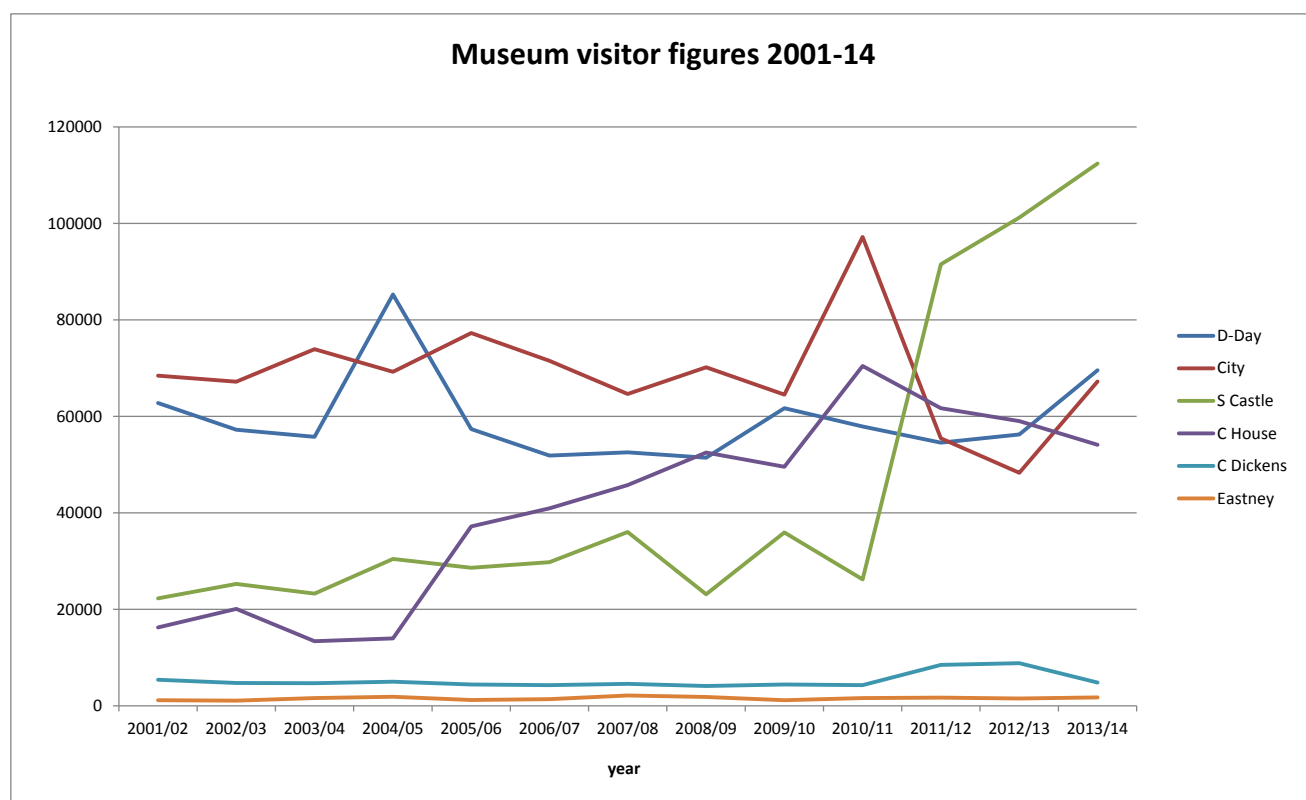
	D-Day	City Museum	Southsea Castle	Cumberland House	Dickens Birthplace	Eastney Beam Engine House
<b>TOTAL</b>	69,553	67,222	112,436	54,129	4,801	1,762
<b>Variance on last year</b>	13,281	18,929	11,248	-4893	4,085	247
<b>% +/- on last year</b>	23.6	39.2	11.12	- 8.29	-45.97	-16.3

The graph overleaf shows the trend in visitors numbers for each museum in the period 2001 – 2014.

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<sup>1</sup> The new Eldon Building gallery developed by the University of Portsmouth also now houses gallery space for student and visiting artists

<sup>2</sup> It is unlikely that either the Eldon Building or Aspex would be eligible for the Government Indemnity Scheme, for example, which allows a museum, gallery, archive or library to borrow objects from non-national institutions and in the event of loss or damage, compensation will be paid to the owner by the Government. Therefore the Government, rather than an insurance company, carries the risk.



Despite the impact of the recession, residents and visitors continue to visit our museums and to enjoy the benefits of exploring the story of Portsmouth. Moreover, the success of community projects such as *A Tale of One City* (see Case Study on page 10) highlights that this engagement need not be exclusive to our buildings, but can be delivered into the heart of our communities and in an increasingly digital age, online.

### Current engagement and audience development

In 2013, Portsmouth City Council commissioned the Audience Agency<sup>3</sup> to undertake a review of Portsmouth's cultural audiences (building on a previous audience profile review in 2008) in order to "understand local audiences in the Portsmouth Unitary area to inform service development plans." Audience information was provided by the City Museum, Charles Dickens Birthplace Museum and Cumberland House and in the report, existing engagement levels for these museums was presented alongside detailed demographics of the local and regional population.

Demographic groups dominant in the local population include:

- Moderate Means, 36.7% (65,606) and a subgroup of Post Industrial Families, 19.5% (34,794)
- Blue collar roots, 17.2% (30,812)
- Compared to the GB average, a higher proportion of Aspiring Singles, 5.8% (10,444)

<sup>3</sup> The Audience Agency (2013) *Portsmouth's Cultural Audiences, 2013 Review*, available on request from [stephen.baily@portsmouthcc.gov.uk](mailto:stephen.baily@portsmouthcc.gov.uk)

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On a sub-regional level, the Area Profile Report for a 60 minute drive-time around the centre of Portsmouth shows the potential to engage with wealthier demographic groups and types who have a propensity to attend arts and culture. However, in Portsmouth, the group with the greatest propensity to engage in the cultural offer, Wealthy Achievers, is numerically small within the unitary area.

Across all museums in the city, Portsmouth is “well over the average for Museum visits compared to the South East region base.” The family audience is large and has well-established levels of participation across all arts and culture venues in the city, with the exception of Post Industrial Families. However, the report noted the particular success of “three summers of audience development work from the city museum service” in attracting increased representation of Post Industrial Families, with this group being over-represented across all museums, alongside Starting Out families. The report concludes that “the developmental work that has begun to attract more of the Post Industrial Families’ demographic could be extended to the households categorised as Blue Collar Roots. Both are showing a greater propensity to attend [than in 2008], and they are the two most dominant profiles in the area.”

The Audience Agency report also includes a matrix charting strategies for future audience development utilising the audience profiles provided, and more broadly, highlights two areas for future audience development work:

- **collaboration** between arts and cultural venues across the city in order to introduce more diverse programming for existing audiences and to attract new audiences, including for example, “joint publications or promotions to schools and colleges”
- **marketing**, particularly the importance of “online marketing activity, including social networking opportunities”. The report emphasises that “e-marketing lists must be related to postcode-annotated records” to create targeted marketing campaigns

However, the report noted the challenge facing the Museums Service and other venues in making the most of the audience profiles presented by the Audience Agency. Successful e-marketing and social media marketing – as well as broadening digital access more generally - requires “a degree of specialist knowledge to be used to best effect, and do require resources in terms of staffing.” Moreover, ensuring that audience research and evaluation is embedded in the daily operation of museums and other venues “requires both staff time and a realistic budget for analysis and for the resulting audience development initiatives.”

Marketing of Portsmouth City Council Museums is currently an identified weakness of the service, and the challenge of addressing this alongside existing budgetary and resourcing pressures must be a future focus of the service, particularly in order to make the most of the detailed audience profiles within the 2013 review.

The next section presents our vision for where we want to be by 2020 – a thriving Museums Service in the business of changing lives, building communities and supporting the growth of the city.



## 2. Where we are going: Unlocking potential, transforming lives

The strong relationship between Portsmouth Museums and our residents gives the Service a particular potency as a tool for engagement. In the current period of austerity and spending cuts, the potential for this kind of engagement to support the broader ambitions of the city has never been so important.

Museum collections are intimately connected to the people of Portsmouth. This is revealed not least through the First World War and D-Day collections of photographs, letters and oral history recordings. It is reflected in the relationship local people have to Cumberland House Natural History Museum, in part due to its location, the museum's intimate and quirky spaces and the natural history collections, which have a particular appeal to local families. The iconic silhouette of Southsea Castle on the local landscape evokes similar loyalty and emotion.

Our ongoing challenge is to shift the perception of museums as a passive receptacle in which collections are visited and looked at, towards an understanding of museums and collections as **an interactive vehicle supporting the city to achieve our collective goals and aspirations for the future**, including:

- Literacy and numeracy
- Educational attainment
- Civic pride
- Skills development
- Social cohesion and community resilience
- Health & wellbeing
- Inspiring innovation and creativity
- Lifelong learning
- Business growth
- Political engagement
- Economic development
- Regeneration

The potential to deliver to these agendas is beautifully illustrated in the case study for A Tale of One City, overleaf.

## Case Study - A Tale of One City (2012 - 2013)

### Great Expectations....Great Results!

Between January 2012 and February 2013, over 500 people directly contributed to *A Tale of One City*: an innovative project from the Museums and Records Service encouraging local community groups in Portsmouth to explore their family, community and local history and to develop new skills, at the same time learning how to access and to use the Portsmouth Archives. *A Tale of One City* played a key role in the Dickens 200 celebrations and contributed to the key aspirations of the City Council including community pride and cohesion, civic engagement, skills development and growing the visitor economy.

More than **36 community groups** worked with the Museum and Records Service to develop projects.

**12,896 visitors** to Charles Dickens Birthplace and **40,382 visitors** to the City Museum 2012-2013.

**1,968 people** had opportunities to participate equating to **104 days or 2568 hours** of time.

The *A Tale of One City* website attracted a total of **49,526 visitors**, was named an '**online gem**' by *BBC History* magazine and exceeded its target of website visitors by 14%.

**Over a third (37%)** of visitors to the *A Tale of One City* exhibition and **almost half (45%)** of the visitors entering Charles Dickens Birthplace as part of the Library Promotion (offering free entry to the museum with their library card) **came from less well-off areas** of the city.

The majority of people who took part in the project had never engaged with Portsmouth's Museums or Archives before, and as a result of taking part, participants reported:

- increased confidence
- higher self esteem
- gaining research skills
- stronger social skills and new friendships
- intergenerational learning and interaction
- deeper understanding and interest in local history and heritage
- greater personal and community pride.....and a lot of fun for adults and children alike!

Most of all, the legacy of community engagement and participation is set to continue. The Archive Interest Group now enable groups from *A Tale of One City* to remain involved in other projects. Plans are already well underway for community groups to participate in projects such as *Lest We Forget*, commemorating the 100<sup>th</sup> Anniversary of the First World War in 2014. More broadly, the Museum Service is also working with young people to help ensure that the D-Day Museum is relevant to this audience (*D-Day+Youth*); and with Queen Alexandra (QA) Hospital to improve the hospital environment for people with dementia, using museum collections.

## Vision and key aims

Like *A Tale of One City*, our new vision for the service aims to ensure that all our projects stimulate learning, inspiration and enjoyment: enriching lives, contributing to strong communities, helping to ensure a fair and just society and supporting the broader aspirations of Portsmouth.

The Museums Service is a part of the City Development and Cultural Services (CDCS) group. The service group supports the Council in its aspiration for Portsmouth as a Great Waterfront City: contributing to Portsmouth's unique cultural identity, generating opportunities for economic prosperity, improving quality of life, and developing the city as an attractive destination for investors and visitors.

The vision for the CDCS group is:

**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 visitors and investors**

The CDCS group priorities are as follows:

1. A city where all residents and visitors have opportunities to enhance their health and wellbeing, to be involved in building healthy and happy local communities
2. To be a city where all residents have access to high quality formal and informal learning and skills opportunities to improve their quality of life
3. Enhance Portsmouth's reputation as a city of innovation and enterprise and stimulate economic, social and physical regeneration to generate investment and business growth
4. A city with a distinctive culture established as a national and international destination
5. To create a high quality urban environment to regenerate our city and spaces, encouraging sustainable development and economic and social regeneration
6. An innovative service that engages in the challenges of developing quality, affordable and sustainable services that effectively meet the needs of residents and visitors

See more on the CDCS vision and objectives in Appendix 2.

The Museums Service aims to contribute to each of these priorities, building a vision and key aims based on the strategic aspirations of the CDCS group. The purpose of the Museum Service is to contribute to the vision for Portsmouth as the great waterfront city. We aim to do this by using the collections as a resource or tool to deliver the wider corporate agenda to the benefit of individuals, communities and the city itself. We believe that the inspirational, yet relevant, nature of our collections means that Museums are particularly well placed to deliver outcomes relating to learning, employability, skills development and wellbeing and high quality attractions offering excellent customer care.

## **The vision for Portsmouth Museums**

**The Museum Service contributes to the Council's vision for Portsmouth as '*the great waterfront city*'.**

**Our collections are a resource and tool that benefit local communities, visitors and the city itself. Our collections are inspiring, accessible and relevant, supporting local learning, employability, skills development and wellbeing and providing high quality visitor attractions offering excellent customer care.**

### **Our key aims:**

To achieve our purpose, we will focus on the following key aims 2015 – 2020, delivered through annual work plans. Portsmouth Museums will:-

#### **1. Reflect the diversity of the city's culture and communities in our visitors and offer**

- Undertake research - in collaboration with other cultural organisations - to understand who does / does not visit the city's museums and why (and use this information to reduce / eliminate barriers to visiting)
- Broaden involvement through special projects which take place in the community and the museum (so people come to regard museums as 'for the likes of them')
- Acquire objects and archives which relate to communities and minority groups currently missing from or under-represented in the city's collections
- Continue to target families as a means of engaging the moderate means demographic
- Create shared, inclusive public spaces, in which people feel welcome and valued as a visitor and user of the service

#### **2. Provide inspirational opportunities for people to enjoy and learn from the collections**

- Provide lifelong learning opportunities within and beyond museum buildings that engage learners of all styles and ages, in formal and informal education, including skills development, wellbeing and volunteering
- Involve young people in the project to transform the D-Day Museum through an advisory panel, volunteering opportunities, work placements and apprenticeships
- Work with schools to develop resources for use within the museum and / or classroom - based on the unique learning opportunities offered by exploring and engaging with real objects

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- Provide a range of volunteering opportunities to enable people to be involved, gain skills and extend the reach of the service
- Develop the Portsmouth History Centre initiative by incorporating museum collections into the offer at Central Library
- Evaluate ongoing provision and special projects and ensure that their impact in terms of learning, skills, confidence, health and wellbeing is shared with stakeholders
- Review and assess collections to understand their significance and relevance and potential for engagement
- Continuously improve standards of collection care and documentation to enhance public access to the collections including developing the main museum store at Hilsea

### **3. Build the profile and reputation of the Great Waterfront City by showcasing the national and international heritage of the city, and delivering excellent customer care**

- Deliver the Transforming the D-Day Museum project with the support of the Heritage Lottery Fund, other funders and stakeholders
- Identify a way forward for the Doyle Collection which inspires the Creative Industries Sector and underpins a visitor attraction
- Improve marketing of programmes, emphasising the Museum Service's brand in all that we do
- Participate in national and international anniversaries and programmes, including Accreditation

### **4. Ensure sustainability and resilience through an entrepreneurial approach to income generation and partnerships**

- Continue to test and scope ideas for income generation, evaluate and report back to ensure learning is shared and used to inform planning. Review the service's potential for income generation
- Develop fundraising expertise within the Museums team
- Collaborate with a broad range of partners on new programmes and offers and the delivery of services, including with other museums in the city and sub-region such as the Portsmouth Historic Dockyard Museums, Southampton, Brighton and Hampshire

### **5. Create a learning culture across the service to develop and empower staff**

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- Share information about services and programmes to ensure all team members are empowered to respond proactively to the needs of visitors
- Diversify and increase workforce skills to deliver our aims, including via partnership programmes

### **6. Develop new audiences using digital technology**

- Identify funding and resources to invest in digital technology, working with the Council's IS team
- Develop a programme to digitise collections
- Take and make opportunities for digital access, working with independent digital engagement experts, to enhance the visitor experience

### **Ongoing work**

In addition to our key priorities, there are ongoing areas of work that will remain key to our success up to 2020:

- Providing a stimulating range of programmes, projects and events
- Responding promptly to enquiries from all sources, e.g. public, schools, students etc
- Keeping our museums attractive and welcoming for all our visitors
- Undertaking routine maintenance of museum buildings
- Marketing and promoting the work of museums
- Monitoring environmental and storage conditions and making continuous improvements
- Undertaking and attracting loans from a variety of sources
- Care and development of the city's collections
- Coordinating our volunteer programmes
- Maintaining and improving health and safety standards
- Providing efficient administration for all aspects of the Museum Service's work

### 3. How we get there: challenges and opportunities

Museums in the UK are currently facing a period of great change, leading the Museums Association (2013) to conclude that it is “time to look afresh at the role of museums and respond to changing contexts”. The coalition government has brought great changes to the public spending landscape that have far-reaching implications for museum funding, not least with the demise of the Museums, Libraries and Archives Council and the transfer of responsibility for museums to the Arts Council. Operationally, the impact of cuts to public spending has meant the loss of jobs and curtailing of museum services across the country (Museums Association, 2013).

However, the legacy of investment from national and local government and other funding bodies has paid off, with more people engaged in museums than ever before. According to the DCMS Taking Part survey (2012/13), over half the population in England visited a museum in 2012 – the highest figure since records began.

The new vision from the Museums Association identifies 3 key areas where museums change lives:

**Museums enhance wellbeing**, looking at how museums make a difference to individuals.

**Museums create better places**, encompassing how museums contribute to communities and the environment.

**Museums inspire people and ideas**, exploring the impact of museums on learning.

It concludes that:

*The best museums are now striving to realise their potential for society and are far more than just buildings and collections. They have two-way relationships with communities, drawing on a wide range of skills, knowledge, experience and networks. They are becoming increasingly outward looking, building more relationships with partners. They are welcoming more people as active participants.*

It is this vision of the best museums that Portsmouth Museums Service aspires to encompass in all that we do.

For more information on the national organisations and strategies that shape the delivery of Portsmouth Museums Service, including the Arts Council, Heritage Lottery Fund, and Museums Association, please see **Appendix 1**.

### **The challenges and opportunities for Portsmouth Museums Service**

As much as any other museum in the UK, this is a challenging and fast-changing landscape for Portsmouth Museums. Our museums are fortunate in the affection they command in the local community and the strong political understanding of their value by the Council’s Members and

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senior officers. However, the current political and economic climate presents some wide-ranging challenges for the Service, including:

- In the last three years Portsmouth City Council has made savings of almost £50 million, with savings ongoing for the foreseeable future
- Current (levels of) local authority funding is uncertain in a landscape of austerity and cuts to local authority spending have led to ongoing cuts to the Museums Service, resulting in loss of staff, capacity and expertise, and damage to morale
- Restructuring of the Service has led to loss of staff, resulting in inevitable decline in levels of provision, including a reduction in opening hours
- Much achievement is dependent on project-funding
- Buildings' infrastructure requires constant maintenance
- Productive partnerships – across all service areas, e.g. service delivery, income generation - have not progressed as extensively as desired, locally, regionally or nationally and are difficult to sustain due to stretched resources

Despite this, the Service maintains core resilience in its staff and service delivery, on which can be based future opportunities for development. Our core strengths include:

- Well-trained, committed and passionate staff
- Excellent, well-documented and relevant collections
- Focus on 'unlocking potential, transforming lives' enables clear linkage to local authority service partners, and a wide range of external partners in the voluntary, public and private sector
- A significant number of loyal and committed volunteers and advocates
- A large and dedicated audience - actual and potential - of residents and visitors
- Strong customer care programme with excellent visitor feedback and rating
- Strong regional relationships with Southampton and Hampshire Museums Services, with potential for further strategic partnership and shared development/delivery
- Successful partnerships delivering clear results, including:
  - temporary exhibitions programme working with high profile institutions e.g. the V&A
  - loans from the British Library as part of *A Tale of One City*
  - partnership with Yellow Kite, which increased Southsea Castle's opening hours by an extra 2 months



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- new opportunities for volunteers and improved practice developed in partnership with the Museum of English Rural Life, Reading
- engagement of community groups through other council services such as Independence and Wellbeing
- engagement of young people in partnership with Pompey in the Community
- A commitment to engaging with national projects, including Dickens 2012, national accreditation for the service and the national D-Day and First World War commemorations in 2014
- Service emphasis on issues such as volunteering, community engagement and outreach, skills development, income generation, information service and creating a sense of place provides potential opportunities to contribute to city development

In this section, we unpack some of the key strategic and pragmatic factors that will affect the development and delivery of the Service, and our core aspiration to transform lives and shape communities.

### **Government spending cuts and local authority budget savings**

The rise of the coalition government and its aspiration to address the national deficit by making sharp reductions in public spending has had a dramatic impact on local authority-run museums, triggering a fundamental review of the resilience and sustainability of the sector nationwide. Central government funding to local authorities has fallen by almost 20% between 2010/11 and 2013/14, and councils in England face a further 10% cut in funding from central government as part of the spending plans for 2015/16<sup>4</sup>.

Between 2014/15 and 2016/17, PCC plans to reduce its overall net expenditure by £30 million in order to meet the savings required by national government. The chart below highlights some of the criteria under consideration by the local authority when deciding future savings.

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<sup>4</sup> BBC News, *Councils meet 'austerity challenge' but risks remain, says watchdog*, <http://www.bbc.co.uk/news/uk-politics-25126670>

## Where Should Savings Be Made – How Deliverable are Savings?

### DELIVERABILITY – Scope for making savings in the short term



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

The bulk of the £30 million in savings required over the next 3 years will fall on services outside of Care Services, including Culture Services, of which Museums form a core part. Specifically, local Cultural services are required to identify savings of over £1.6 million over the next 3 years. Realistically, the Museums Service will continue to take a heavy impact from local government savings. With only one statutory duty on local authorities to deliver museums, the Museums Service is particularly vulnerable to spending cuts.

The Council’s overall financial strategy contains a number of criteria to judge financial success for the local authority, including:

- Increase income
- Reduce costs
- Effective financial framework
- Strong financial resilience

These criteria are equally important when considering the future financial resilience of the Museums Service, and will form a core consideration in ensuring the sustainability of the service and its ability to contribute to the broader goals of the local authority.

### Strategic Vision, City Development and Cultural Services

The City Development and Cultural Services (CDCS) is the ‘parent’ group for the Museums, following a restructure that saw the former Planning and Regeneration teams combined under the banner of City Development and aligned with the Cultural Services, representing libraries, museums, arts

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(including revenue contributions to New Theatre Royal, Kings Theatre, Aspex, Bournemouth Symphony Orchestra and Portsmouth Festivities), community centres, seafront services and tourism, visitor services and events.

The vision for CDCS is:

*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 visitors and investors.*

Museums will make a headline contribution to this vision by continuing to showcase Portsmouth's place in national and international history, from D-Day to Conan Doyle. More specifically, the Cultural Services are working to 6 strategic outcomes for the period 2013 – 2016, incorporating many of the priorities of their sister City Development Service. The 6 CDCS strategic outcomes form the basis for the aspirations of the Museums Service set out here, and this is outlined in more detail as **Appendix 2**.

### **Portsmouth's museums and attractions**

Although our strategy is based on local authority-run museums, these cannot be divorced from the city's wider museums and attractions offer and must be understood in that context. Portsmouth's main museum attraction is Portsmouth Historic Dockyard, and while council collections such as D-Day and the Conan Doyle Collection, Lancelyn Green Bequest are of national importance, at present neither can sustain a major visitor attraction. The main impact of the Museums Service's collections currently remains its capacity for broad engagement and the potential to support the delivery of broader local priorities, including learning, health, building strong communities and supporting regeneration and economic development, for example.

In the future, the Transforming the D-Day Museum project will reposition the D-Day Museum as a significant attraction. Initial funding from the Heritage Lottery Fund has been awarded for the physical transformation of the current Museum into an inspiring, accessible environment that reveals the dramatic, multi-faceted story of D-Day, while also capturing its legacy and relevance to contemporary conflicts and society. To support this, the D-Day Museum is currently developing closer links with museums including Hampshire's Military Museums, the National Museum of the Royal Navy and across the Channel, with The Memorial in Caen.

Similarly, the Conan Doyle Collection, Lancelyn Green Bequest offers great potential for both community engagement, learning and income generation. Its impact can be seen in the success of the Heritage Lottery Fund funded *Sharing Sherlock* programme, which uses the collection as its starting point. There is also potential for the Conan Doyle Collection to form the basis of a visitor attraction celebrating Portsmouth's relationship to the world's most famous detective, Sherlock Holmes. The resurgence of popularity in Holmes - with new TV, film and literary interpretations on both sides of the Atlantic- offers a ripe opportunity for Portsmouth to improve and broaden our attractions offer, as well as strong potential for the local authority to develop an innovative new income stream.

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A feasibility study has been commissioned to explore the development of a new, world class visitor attraction for Portsmouth that showcases the Conan Doyle Collection and maximises the undeveloped potential of Portsmouth's relationship to Arthur Conan Doyle as the birthplace of Sherlock Holmes.

The Museums Service will be applying for renewal of its Accredited status under the scheme run by Arts Council England in December 2014. The Accreditation Scheme defines good practice and sets nationally agreed standards for museums in the UK. Being an Accredited service has many benefits, including:

- Demonstrating the service has a commitment to managing collections effectively for the engagement and benefit of users
- Enabling museums and their governing bodies to assess current performance and supporting them in planning and developing their services
- Helping forward planning by formalising procedures and policies
- Demonstrating that the museum service has met a national standard, which strengthens applications for public and private funding. Several external organisations demand full Accreditation status as a condition for grant-aid
- Providing proof that we operate ethically and professionally promoting public confidence in our service
- Facilitating joint working with and between organisations such as borrowing items for exhibitions

### **Museum and heritage buildings**

Some of our buildings are integrally linked to the collections and interpretation they display – Eastney Beam Engine House, Charles Dickens' Birthplace, Southsea Castle and the D-Day Museum (purpose built to house the Overlord Embroidery). However, neither Cumberland House nor the City Museum has any link to the collections they exhibit. Over the past 3-5 years, all of the museum buildings (with the exception of the Museum Store and Archive Store) have benefitted from investment in their maintenance, including repairs to roofs, walls and windows.

The maintenance costs of the Museum buildings and the environmental challenges of securing and maintaining collections remains a significant part of the Service's budget.

One of our key ongoing challenges is to use our audience development intelligence (to date and in the future) to monitor and assess how audiences currently access museum collections. We can use this intelligence to explore innovative ways that local communities and city visitors alike can continue to access them: not only in our buildings, but directly within local community buildings, projects and services and online, utilising digital technologies, for example, using 3D imaging to create access to 'digital collections', or exploring the use of 3D printers that would allow audiences to recreate objects from the collections in schools and community groups. To do this, particularly with the challenge of current resourcing, we must develop and maintain strong, active and innovative partnerships and collaborations across the city and beyond.

### Partnership and collaboration

The Service has attracted investment in its buildings through partnership with local organisations, including Yellow Kite at Southsea Castle, and the successful tenancies at Eastney Beam Engine House site. In addition, by co-locating services to create the Portsmouth History Centre at Central Library and the new Visitor Information facility at the D-Day Museum, we have improved services to the public and/or enhanced their sustainability and resilience. Our partnership with Yellow Kite, for example, was crucial to allowing us to extend opening dates at Southsea Castle.

The Museums Service has also relied on partnerships with both internal and external partners to deliver community engagement for example: with the former Health Improvement Development Service (*A Tale of One City*), Pompey in the Community (*D-Day+Youth*) and the Museum of English Rural Life (*Get Involved!*). The Service has also worked with the University of Portsmouth on a number of occasions and is currently partnering an AHRC Collaborative Doctoral Award based on the Conan Doyle Collection.

The Service is actively engaged in ongoing partnerships with regional Museums Services, including a 2014 Major Partner Museums (MPM) bid to Arts Council England with Southampton, Hampshire and Winchester Councils, although this bid was unsuccessful, with the majority of awards going to museums in the north of England. The 4 services have also previously worked together to explore options for joint facilities and digital engagement.

With the impact of national and local spending cuts impacting on resources and staffing levels, as a service we will become increasingly reliant on wide-ranging partnerships – i.e. across the public, voluntary and private sectors – to deliver projects and services and to maintain and develop our engagement with local communities. Managing partnerships can be a full time role in itself, and we will need to review our own structure and skills base on an ongoing basis to ensure that we can be open to the opportunities and innovation such partnerships can offer the Service. We must also balance this against the need to maintain a high level of quality in our services and to safeguard our collections in our role as their custodian.

### Virtual access and digital technologies

The Smithsonian Museums' digital strategy highlights the benefits of digital access in a powerful summary:

*Picture a room with infinite capacity. It is absent cabinets or shelves, yet it holds tens of millions of objects and records — scientifically invaluable specimens, [and] artifacts that connect us to our heritage.*

Utilising technology to broaden access to our collections will be central to the future of museums. In 2013, Arts Council England, the Arts and Humanities Research Council and Nesta commissioned independent research agency MTM to track the use of digital technology by arts and cultural organisations in England between 2013 and 2015. The first results of this research are now in and contain some useful findings for the Museums Service, including case-studies of successful digital engagement in museums. Findings include:

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- Museums may be less engaged in digital technologies compared with other arts and cultural organisations, particularly in terms of revenue generation and audience development.
- Museums report lower levels of activity and impact from digital technology on revenue generation.
- They also report having lower than average levels of digital expertise and empowerment from their senior management and a lower than average focus on digital experimentation, and research and development.
- Organisations that value digital technologies most highly are more likely to report major positive impacts, including larger digital audiences, greater financial returns from the use of digital technology. These organisations also make greater use of a wide range of resources for advice and expertise, embedding digital skills across their organisation and remaining open to experimentation.

Incorporating virtual access will create a democracy of access that allows people from all over the world to discover the story of Portsmouth in a wide range of new and dynamic ways. The challenge for the Museums Service will be in developing new partners, working with Portsmouth City Council's Information Service and attracting/utilising volunteers to facilitate the use of new technologies.

In 2012, the Museums Service worked with Hampshire, Winchester and Southampton on a proposal to integrate collections into one site, 'The Engine Room'. Although this was ultimately not pursued, the resulting investigation report yielded some interesting recommendations on improving digital access to collections:

- Digitisation and data generation to ensure collections are presented in a way that can be used and enjoyed by the public
- A digital platform providing a means of access, engagement and re-use that meets user expectations and is driven by user needs

The digitisation of collections and digital platform for users would create wide-ranging and wide-reaching outcomes, including:

- Increased access to collections by a more diverse audience
- Creating opportunities for people to search for items and objects as well as to come across them by chance
- Allowing audiences to access collections on their terms, for their own use
- Creating an opportunity to place collections at the heart of classroom learning experiences, supporting subjects such as maths, literacy, technology and history

### **Volunteering**

Museum volunteers already play an essential role in supporting the Service, including in museum sites and in collections such as the Conan Doyle Collection, which has been almost entirely

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catalogued by volunteers. The quality of our provision for volunteers has been recognised by the award of Investors in Volunteers (January 2014).

This role is likely to expand in future years, with volunteers taking an increasing role in the future delivery of the service and in supporting community engagement, including:

- Delivering tours and talks to audiences
- Supporting the delivery of events and activities on site and as part of outreach programmes
- Supporting digitisation of collections
- Supporting back office functions
- Supporting frontline roles, e.g. customer care

### **Income generation**

In 2012/13, the Museums Service is set to deliver over the expected targets for external income. However, retail income at each individual museum site is predicted to deliver under target, as a result of a range of factors including an overall trend of decreasing visitor spend across all sites; the need to clear back stock at the City Museum (resulting in it being sold at a lower price).

A range of new initiatives have been or are soon to be rolled out, including renewed proactive-sales training for staff, a stock and suppliers review, regular 'refreshment' of all museum shops, and a stronger focus on marketing and promoting Southsea Castle's shop in the 2014 season.

2013/14 saw investment in the museums as function and wedding venues, including the refurbishment of the former Searchroom at the City Museum into the 'Esther Room'. However, interest in the wedding venues has been disappointing so far and a stronger marketing campaign for weddings will take place in 2014. A new post has been introduced to oversee venue hire and promotion and will develop the scope of our venue offer further to include: paranormal and supernatural events, birthday parties and sleepovers. In addition, we will be looking to introduce an increased number of ticketed events for visitors as part of a broader events programme, including out of hours events that can be delivered in partnership with external entrepreneurs, businesses and organisations.

Creating resilient income streams will become an increasing priority in supporting the sustainability of the Museums Service and we are keen to work innovatively and collaboratively to make this happen. We will need to develop our own knowledge and skills to deliver this and we look forward to working with established partners in the city and learning from broader commercial experience.

## Conclusion

***[We] will need a strong sense of purpose, clear organisational values and steadfast commitment...Above all, this is about an attitude of mind: a clear commitment to address the needs of individuals, communities, society and the environment.***

Museums Association, 2013

Portsmouth Museums can play a key role in raising Portsmouth's aspirations and achievement, in improving health and wellbeing, and in the city's regeneration, development and growth.

Bringing our vision to life will need us to review the way we deliver our services and the way we work as a service.

We can't do this alone, and we don't have to.

We will be working with a wide range of partners in Portsmouth, the UK and beyond, across public, private and voluntary sectors. We will collaborate and innovate with our partners on projects of mutual benefit, and in so doing, we will contribute to the long term growth of the city.

And it won't stop there. We'll be working with local communities, visitors and international audiences - onsite, offsite and online. We want people to connect with us, create with us and contribute their knowledge, skills and experiences to help us tell the story of Portsmouth - past, present and future.

**This strategy is our first step towards a new blueprint for a new era for Portsmouth Museums – unlocking potential and transforming lives.**



## Appendix 1

### National organisations' strategic priorities and outcomes

**Museums Change Lives, Museums Association, 2013:** presents a vision for the social impact of museums in the broader context of public spending cuts, demonstrating that museums can – and should – be ambitious about their role in local communities. The vision focuses in on the impact of museums on three areas: wellbeing, creating better places and inspiring people and ideas.

**Great Art and Culture for Everyone, Arts Council, 2013:** Following the Coalition Government's decision to wind down the Museums, Libraries and Archives Council (MLA), the Arts Council assumed national strategic responsibility for museums and libraries. The 10 year strategy of the Arts Council – *Great Art and Culture For Everyone* - was published in October 2013. It places a core focus on "*long-term collaborative action...to bring about positive change...help create the conditions in which great art and culture can be presented and produced, experiences and appreciated by as many people in this country as possible...[and] support the development of world-class museums...that engage diverse audiences...*"

The Arts Council's new responsibility for museums is outlined as follows:

*Central government, local authorities and the Heritage Lottery Fund provide core funding to museums, including the independent museum sector. We have responsibility for investing in regional museums and we also offer a number of national schemes to support the health of the sector. These include the Accreditation Scheme, which underpins our funding programmes for museums, and Museum Development, a programme providing localised support for museums to advance our goals.*

The strategy identifies the following 5 priorities:

1. Excellence is thriving and celebrated in the arts, museums and libraries
2. Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries
3. The arts, museums and libraries are resilient and environmentally sustainable
4. The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled
5. Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

These new priorities have helped to shape our own mission, vision and key objectives for the Museums Service.

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**Heritage Lottery Fund, Strategic Framework 2013 – 18:** These strategic outcomes are relevant to Portsmouth Museums as they are such a significant funder the service. The new outcomes work across three levels as follows:

### **Heritage outcomes**

With our investment, heritage will be:

- better managed (weighted for grants over £100,000);
- in better condition (weighted for grants over £100,000);
- better interpreted and explained;
- identified/recorded.

### **Outcomes for individuals**

With our investment, people will have:

- learnt about heritage (weighted for all grants);
- developed skills (weighted for grants over £100,000);
- changed their attitudes and/or behaviour;
- had an enjoyable experience;
- volunteered time.

### **Outcomes for communities/society**

With our investment:

- environmental impacts will be reduced (weighted for grants over £100,000);
- more people and a wider range of people will have engaged with heritage (weighted for grants over £100,000);
- organisations will be more resilient;
- local economies will be boosted;
- local areas/communities will be a better place to live, work or visit.

<p><b>Appendix 2 CDCS Vision</b></p> <p><b>Vision</b></p> <p>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 visitors and investors</p>	<p><b>3. Enhance Portsmouth's reputation as a city of innovation and enterprise and stimulate economic, social and physical regeneration to generate investment and business growth</b></p> <p><b>Service priorities:</b></p> <ul style="list-style-type: none"> <li>• Encourage economic growth through creating a supportive environment for all business to flourish in the city</li> <li>• Understand current and future skills demand to develop the city's workforce to provide employment opportunities for all</li> <li>• Attract inward investment by implementing targeted strategies to attract companies from key sectors</li> <li>• Develop and implement major initiatives aligned to the sub regions economic strategies such as City Deal</li> <li>• Work with the other local authorities to help deliver the economic strategy for the sub region set out in Solent LEP Strategy and PUSH South Hampshire Strategy</li> <li>• Promote the city as an attractive location for business in key sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Transform the D -Day Museum into a significant attraction and an inspiring living memorial relevant to the 21<sup>st</sup> century</li> </ul>	<p><b>6. An innovative service that engages in the challenges of developing quality, affordable and sustainable services that effectively meet the needs of residents and visitors</b></p> <p><b>Service priorities:</b></p> <ul style="list-style-type: none"> <li>• Cultivate cultural change to develop a development management approach linked to improving the customer experience, the enforcement process to move from a reactive to proactive service</li> <li>• Ensuring all staff feel valued and are motivated to rapidly changing and highly challenging environment</li> <li>• Continue to Identify and secure external funding sources and sustainable funding options linked to our priorities and vision</li> <li>• To effectively manage and provide VFM in our contracts and SLA's</li> <li>• Promote a 'social enterprise' mind-set – to combine a public sector ethos of social benefit and social equality with the innovation and creativity of social entrepreneurs</li> <li>• Deliver long-term sustainability for the delivery of front line services that best respond to the needs of local communities</li> <li>• Develop an Asset Management Plan</li> <li>• Create leaner and more flexible structures through service reviews and skills development</li> </ul>
<p><b>1. A city where all residents and visitors have opportunities to enhance their health and wellbeing, to be involved in building healthy and happy local communities</b></p> <p><b>Service priorities:</b></p> <ul style="list-style-type: none"> <li>• Enhance and broaden participation in cultural opportunities and the cultural offer of the city</li> <li>• Engage communities and new audiences with the city's history</li> <li>• Continue to make our collections, archives and services more accessible</li> <li>• Promoting sustainable community management models</li> <li>• Maintain and develop opportunities for volunteers across all services</li> <li>• Ensure the City's cultural programmes promote inclusiveness and celebrate cultural diversity</li> <li>• Increased participation via digital channels</li> </ul>	<p><b>4. A city with a distinctive culture established as a national and international destination</b></p> <p><b>Service priorities:</b></p> <ul style="list-style-type: none"> <li>• Develop an infrastructure which supports a thriving visitor economy</li> <li>• To develop Portsmouth &amp; Southsea to becoming a European city break destination with world class attractions</li> <li>• Improve the quality of the visitor experience</li> <li>• Place, space and identity: strengthening a sense of place for residents and visitors</li> <li>• Marketing and promotion of the city as a destination promoting its distinctive strengths and specialisms</li> <li>• Development a strategic and operational plan for Arthur Conan Doyle Collection</li> <li>• Develop the Portsmouth 'great waterfront city' brand to facilitate a unified and strong marketing message as a national, European and global destination</li> </ul>	<p><b>5. To create a high quality urban environment to regenerate our city and spaces, encouraging sustainable development and economic and social regeneration</b></p> <p><b>Service priorities:</b></p> <ul style="list-style-type: none"> <li>• To achieve excellent design quality in the city built environment</li> <li>• Support delivery of the sustainable development agenda to ensure essential infrastructure to support growth</li> <li>• Protect the city's open spaces and natural environment both for recreational use and to safeguard important habitats</li> <li>• Continue to conserve the city's unique historic environment whilst developing new opportunities for regeneration of heritage sites and other cultural assets</li> <li>• Develop mechanisms to provide long term solutions for funding flood defences and infrastructure</li> <li>• To lead the strategic development of translation of strategy into policy; to ensure the provision of a comprehensive statutory planning policy framework.</li> <li>• To successfully deliver physical regeneration through large corporate projects</li> <li>• Sustainable development of the seafront maintaining its open character whilst introducing a vibrant mix of cultural activity and unlocking our cultural heritage</li> </ul>	<p><b>VFM Priorities</b></p> <ul style="list-style-type: none"> <li>• CIPFA &amp; other performance benchmarking</li> <li>• External funding national &amp; European</li> <li>• Organisational Restructure &amp; Skills development &amp; Volunteers</li> <li>• Consultation &amp; Evaluation</li> <li>• Quality accreditation</li> <li>• Efficiencies</li> <li>• Digital access</li> <li>• Alternative delivery models</li> </ul>
<p><b>2. To be a city where all residents have access to high quality formal and informal learning and skills opportunities to improve their quality of life</b></p> <p><b>Service priorities:</b></p> <ul style="list-style-type: none"> <li>• To create spaces for inspirational community experiences</li> <li>• To provide opportunities to improve literacy, numeracy and raise academic performance</li> <li>• Work with partners to build stronger links between education and enterprise and support the skills agenda</li> <li>• To use the richness of cultural experiences to learn and achieve</li> </ul>			

## Museums change lives: contributing to broader city priorities

**The information below is part of the Collections Development Plan, 2013 – 2018, which aims to “inform the acquisition, rationalisation and disposal of items from the museums, archives and libraries special book collections in the care of the city council. It is a required element of the Accreditation Scheme for museums. This Plan outlines how Portsmouth City Council intends to develop its collections over the next five years, in its role as guardian of the city’s heritage.**

The Museums, Archives and Libraries contribute to health and wellbeing (Outcome 1) through the inclusive, shared public spaces they provide and opportunities for enjoyment, social interaction and learning. However, projects such as Dickens Community Archive (*A Tale of One City*) demonstrate the potential of engagement with collections - in this case Archives - to deliver a range of benefits for individual participants including: increased confidence, higher self-esteem, stronger social skills and new friendships, gaining research skills, greater personal and community pride.

Other current and planned projects underpinned by engagement with collections will also deliver against this outcome: D-Day+Youth focusing on the D-Day story and collections and the experiences of Veterans (current, Arts Council England - ACE funded), Sharing Sherlock which uses the Conan-Doyle collection as its starting point (current, Heritage Lottery Fund - HLF funded), Lest We Forget which will present the city's WW1 collections (planned, 2014) and the partnership project with the Queen Alexandra Hospital which will take museum and archive collections onto wards to help enhance the hospital environment for people with dementia (current, Department of Health funded).

Collections contribute to learning and skills (Outcome 2) through: our permanent and temporary exhibitions, the research facilities provided at the Portsmouth History Centre, complementary programmes of workshops, hands-on activities, events - including those for schools - and so on as well as through special projects as described above. Learning opportunities for schools are enhanced by the Museums' school loans collection which enables collections to be taken into the classroom and in some cases handled. A recent example of the inspirational use of this collection in the classroom was Flights of Fancy. This project used bird specimens from the natural history collection to inspire children's artwork which was then shown to great effect at Cumberland House Natural History Museum.

Review, rationalisation and re-presentation of this collection to increase use is identified as a priority in the Collection Development Plan.

Although to generate Investment and business growth (Outcome 3) is perhaps not one of the main outcomes to which Museums, Archives and Libraries contribute, collections are a source of inspiration for the creative industries: artists, makers and students as well as other practitioners. This was demonstrated most recently by Make! Believe! Make! a project in which new work was created by makers in response to the city's museum collections (delivered in partnership with Aspx with ACE funding).

## Business Draft Confidential - Subject to Change

The CDCS Distinctive Culture - International Destination Outcome (Outcome 4) identifies two specific priorities directly underpinned by the city's collections that is: (1) the development of a strategic and operational plan for the Arthur Conan Doyle Collection and (2) to transform the D-Day Museum into a significant attraction and an inspiring living memorial relevant to the 21st Century. Our vision for the latter recognises the significant role of Portsmouth in D-Day and the importance of the D-Day collections that the council has acquired since the D-Day Museum opened some 30 years ago. Both collections have the potential to create attractions of national / international standing complementing the new Mary Rose Museum.

The collections do not directly contribute to the high quality urban environment (Outcome 5) - although the museums and their gardens clearly do. However, the collections do potentially influence planning activity. This is particularly true of the Historic Environmental Record (HER) which documents / plots the city's archaeological sites, finds and archives. Planning applications and new developments are legally required to take into consideration the archaeology of the site.

Implementation of the Collection Development Plan will have a direct effect on the services' ability to deliver quality, sustainable services that meet the needs of residents and visitors (Outcome 6). The priorities identified for future collecting and rationalisation and disposal reflect our commitment to ensuring that the city's collections are inclusive and representative of the communities we serve. They also challenge staff to ensure that the collections in their care remain relevant, can be adequately cared for and reflect changing corporate priorities.

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Agenda item:

**Title of meeting:** Culture Leisure & Sport Decision Meeting

**Date of meeting:** 6 February 2015

**Subject:** Bookfest

**Report by:** Head of City Development and Cultural Services

**Wards affected:** All

**Key decision:** No

**Full Council decision:** No

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## **1. Purpose of report**

- 1.1 To inform the Cabinet Member for Culture, Leisure and Sport, about the 2014 Portsmouth BookFest and to make plans and recommendations for the future development of the festival.

## **2. Recommendations**

- 2.1 That the festival is moved to take place in February/March, starting at February half term and ending in World Book Day week in the first week of March. This change would begin in 2016.
- 2.2. That BookFest seeks to engage with venue partners and cultural organisations in the city to programme and deliver events jointly.
- 2.3 That BookFest retains its programme of local author events and involves authors individually and as groups directly in the planning of the festival.
- 2.4 That BookFest retains and develops online ticket sales, retains in person sales in libraries and removes telephone sales.
- 2.5 That Bookfest continues to actively seek external funding and sponsorship from commercial sources

## **3. Background**

### **3.1 Aims:**

BookFest started in 2010 with its original aims of promoting reading for pleasure and book ownership. These aims were developed further in 2012:

“Developing Portsmouth as a great literary city by promoting reading for pleasure and inspiring new audiences”

This will be achieved by:

- Increasing use of libraries and other cultural service providers in the city.
- Supporting the visitor economy with a promotional campaign to regenerate the city as a destination
- Hosting mass appeal events to engage Portsmouth readers and visitors and support book ownership and lifelong learning
- Targeted events planned, promoted, delivered and evaluated by local community groups.
- Using a wide range of accessible venues across the city

### **3.2 Audience geography (Statistics extracted from completed audience evaluation forms):**

2014's BookFest was notable in that it attracted mostly local residents to events. 84% of audiences who returned evaluation forms came from the PO area. This reflects the more local nature of this year's festival which saw more events for small children and more events in local libraries. Crime events (CSI Portsmouth and Graham Hurley) had a wider appeal because of the fame of the authors involved with audiences coming from London, Guildford and even as far away as Exeter. BookFest certainly wishes to continue to appeal to local residents. If it is to attract visitors to the city and support the visitor economy then investment needs to be found to market the festival further afield.

### **3.3 Audience numbers (Statistics from ticket sales):**

- 3.3.1 The big successes in terms of audience numbers were the early year's events. We have discovered there is a real demand for these events in the city. 120 children attended early years events, which were the three Gruffalo tea parties (at Cosham, North End and Southsea Libraries) and the Dino event at Central Library. We heard anecdotally that nursery groups and families had been disappointed to find tickets were sold out. BookFest will continue to build on this interest in the next festival.
- 3.3.2 CSI Portsmouth continues to be popular and easily reaches audiences of a hundred. Authors connected to Portsmouth were also very popular- Sarah Quail, Portsmouth Writers' Hub and Graham Hurley. It proved more challenging to sell some events. Ticket prices for adult events were kept low at £4 to £7 so ticket price was unlikely to be a deterrent. Possible explanations are that people were reluctant to come out to venues in the dark evenings; that the authors simply did not appeal enough; publicity was not visible enough or that the location of venues was wrong.



### **3.4 Audience ages:**

It was a challenge to gather statistical data on ages of audiences attending events as this is not a question we ask when they order tickets. We do know that 120 children attended the Gruffalo and Dino early years activities so the 0-5 age group was well represented at BookFest this year. Of the other events, the only data we have comes from completed evaluation forms. From these we could see that the 51-70 age group continues to be highly represented, although this year there was a pleasing number in the 30-50 age group, less represented in previous years. Teenagers were poorly represented this year. It is always a challenge to secure big name authors for teens. Currently popular authors for this age group such as John Green are based in the U.S. Early pitching for these authors will be necessary for future festivals.

### **3.5 Use of libraries and venues:**

In 2014 library venues were used more for events. The Menuhin Theatre in the Central worked well as audiences find it easily accessible. Local libraries were very popular for early years events as they are also easily accessible. The main advantage of using libraries as event spaces is that geographically there is a wide spread across the city. Some of the rooms at Central Library need some updating. The Square Tower continues to be a popular venue for the Writers' Hub and provides atmosphere for historical or ghost story events. Milton Village Hall was used for the first time this year. The main hall proved a good size and the Hall has the advantage of being placed in the heart of a central community. Some commented that they found the seating uncomfortable.

### **3.6 Local authors**

- 3.6.1 Local writing talent was given much prominence in the festival this year and this reaped rewards. The Portsmouth Writers' Hub put a lot of energy into their events - the launch event evenings of Portsmouth Fairytales and the evening of ghost tales 'Day of the Dead' at the Square Tower- and both of these events attracted high audience numbers as the Hub are very proactive in publicising their events and have good connections in the city.
- 3.6.2 Local writer and poet Denise Bennett gave a poetry reading at Central Library which gathered positive feedback and also provided an element of poetry to the festival.
- 3.6.3 We also gave space to three local authors in Southsea Library over the three Saturdays of the festival which gave them the opportunity to promote and sell their work in the library's busiest periods. This has mixed results with the authors putting lots of energy into publicising their appearances making the most book sales on the day.

### **3.7 Online booking:**

2014 was the first year that tickets were available to buy online. An online ticketing company was used, Eventbrite, as this had been used successfully by other festivals such as Bristol CrimeFest. Online booking was an outstanding success with approx. 75% of attendees ordering their tickets online themselves. Tickets were also sold in all libraries and then administered through Eventbrite and this was very useful as it meant that there was only one central point for all recorded ticket sales which could be checked at any time. The effect of the online ticket option meant that telephone sales were virtually zero, which eased pressure on the City Development and Cultural Services admin team, who in previous years have spent a great deal of time in taking telephone bookings. The admin team did still have an important role in administering tickets sold in libraries by putting them on to the Eventbrite system. The financial implication of using an online ticketing company is that they charge fees so this impacts on ticket income.

### **3.8 Publicity:**

BookFest does not have a publicity budget (we recoup any publicity costs through ticket sales) so there is a potent need to sell enough tickets to meet our costs. A BookFest leaflet was produced with the full programme and a 'Coming Soon' poster as well as in house individual event posters. Two banners were also displayed on Eastern Road and Commercial Road for the duration of one week. Publicity costs remain our highest cost and it can be difficult to find budget for any further publicity other than the leaflets. This can have a negative impact on ticket sales.

### **3.9 Funding:**

BookFest is self -funding, so any publicity, author fees, venue hires and travel costs have to be covered by ticket sales. This can put a constraint on delivery as the committee has to be confident that an event will attract an audience large enough to meet the event costs. CSI Portsmouth has been sponsored for the past two years by the publisher Bello, which has helped with the considerable costs of putting on a whole day panel event. There are also staffing constraints in that the Service Development Manager organises BookFest in addition to her other responsibilities in the Library Service. The Learning and Engagement is also involved in planning events and again this is in addition to his other responsibilities.

## **4. Reasons for recommendations**

4.1 Since its creation, BookFest has always started in October half term and finished in early-mid-November. At the beginning this was deemed to be a good time of year for a book festival for several reasons.

4.1.1 Firstly the autumn is traditionally a time of year when publishers are looking to promote their authors' work for the pre-Christmas market. In the last two years the committee has found that pre-Christmas book tours have not led to easier securing of authors. There are now a vast number of book festivals happening in the country and to secure authors takes a good deal of time, tenacity and occasionally money.

When pitching for authors, publishers need to be confident that a large audience can be expected and that high book sales will be generated at the event. They also want to ensure their authors will be well looked after and although they will be willing to send authors without a fee if there is a new book to promote, increasingly fees are expected as the authors are giving precious time.

- 4.1.2 Incorporating half term is useful in that it allows greater flexibility in planning children's events.
- 4.2 As the festival has developed we have started to find that consideration needs to be given to moving the festival for the following reasons:
  - 4.2.1 We have found that two other local book festivals run in the autumn- Havant and Isle of Wight. Isle of Wight's festival has grown significantly in the last year with substantial sponsorship making it strong competition for BookFest and potentially diluting our audience. Their sponsorship has allowed them to secure celebrity names. Havant is also geographically close.
  - 4.2.2 We have also received some verbal feedback from authors that in the autumn there are many competing events happening with both Halloween and Bonfire Night occurring during BookFest. It was also commented that perhaps people would be reluctant to attend events on cold, dark nights.
  - 4.2.3 With these considerations in mind, the committee met to discuss potential alternative times. March was felt to be a good month. World Book Day always falls on the first Thursday of March making it an apt time of year to present book events. The evenings are also becoming lighter and the potential for warmer days increased making marquee style venues more practical. In order to incorporate a school holiday, we could start the festival in February half term and end it on World Book Day.
- 4.3 Last year a number of city venues presented book related events, often with high profile celebrities such as Dawn French and Michael Palin. This led to the committee considering whether it would be more useful for all to work together on book related events under the umbrella of BookFest. So for example if a city venue was planning book events for the next year, they planned them for the Bookfest period. This would then mean that the events could be promoted in the BookFest leaflet and alternately that the venues would use their own marketing mechanisms to promote BookFest.
- 4.4 2014's partnership with local authors was particularly fruitful. There is a lot of positive energy in groups such as the Portsmouth Writers' Hub, who helped organise the BookFest launch event and also ran their own event to great success. BookFest could build on this energy by working more closely with the Hub and other local writers to build a substantial local element to the festival and thus promote local writing talent. BookFest's staffing capacity is also limited in that the Service Development Manager organises the festival in addition to her other responsibilities in the Library Service.

Engagement from local authors and other cultural partnerships in the city would create a wider commitment and ownership of the festival, with more events programmed.

- 4.5 The use of online ticketing in 2014 meant that telephone sales were no longer necessary. The online ticketing function allowed far greater access to sales as it was available 24/7. There were no reported issues or complaints with the service and it was an effective means of managing ticket sales. With this in mind for the next festival we would like to drop telephone sales to simplify the booking process for the public. We would retain the option to buy tickets in all libraries as a number of people still prefer to come in to a library and pay for tickets with cash. This model also serves to retain the link between the Library Service and the Festival.
- 4.6 As mentioned in the report, the costs for BookFest events and publicity have to be met by ticket income. This can put constraints on the programming of the festival as the committee has to be confident that an event will generate enough ticket sales to meet its costs. With additional funding and sponsorship from commercial sources, BookFest will be more able to schedule events with celebrity names who charge high fees and also present a wider variety of events. Sponsorship could also help with publicity costs, making the festival more widely advertised.

## **5. Equality impact assessment (EIA)**

- 5.1 A Preliminary EIA has been submitted.

## **6. Legal comments**

- 6.1 The proposal to secure external funding and sponsorship may require agreements to be drafted to reflect the arrangements between the Council and third parties. In addition, in the event that established authors are secured, it is likely that terms and conditions may be issued to the Council by agents acting on the author's behalf. Further legal advice should be sought in each case where the standard terms and conditions of the Council are not being used.

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

- 7.1 Expenditure for the 2014 Bookfest exceeded income by £2,500. This overspend will be funded from the library budget.
- 7.2 The overspend was primarily caused by a one off VAT payment of £2,265, due on the ticket income received since 2010.
- 7.3 It is anticipated that in 2016, sufficient income will be generated to cover the running costs of the event and a small surplus may be realised.

.....  
Signed by:  
**Stephen Baily**  
**Head of City Development and Cultural Services**

**Appendices:        None**

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

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

<b>Title of document</b>	<b>Location</b>

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by cabinet member for Culture, Leisure and Sport on Friday 6 February 2015.

.....  
Signed by:  
**Cabinet Member for Culture, Leisure and Sport**

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# Agenda Item 7

Agenda item:

**Title of meeting:** Culture, Leisure and Sport Meeting

**Subject:** Monitoring of 2014/15 Cash Limits and Capital Programme for the Period to 30 September 2014

**Date of meeting:** 6 February 2015

**Report by:** Strategic Director and S151 Officer

**Wards affected:** All

**Key decision:** No

**Full Council decision:** No

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**1. Requested by**

Executive Member for Culture, Leisure and Sport Portfolio

**2. Purpose of report**

The purpose of this report is to inform the Cabinet Member and Group Spokespersons of;

- 2.1 The forecast revenue expenditure for the year compared with the cash limited budget
- 2.2 The forecast capital expenditure against the capital programme for the Culture Leisure and Sport Portfolio.

**3. Recommendation**

**That the overspend is noted and that officers continue to explore options to remove the overspend by the Quarter 3 reporting date. (Please note that as at Q3 it is being recommended that the future budget for maintenance of the Pyramids is brought forward to this financial year to meet the costs of the brought forward repairs and maintenance carried out. This budget has been spent as it was intended albeit earlier than envisaged to take advantage of the closure of the facility. This would in effect eliminate the in-year overspend)**

#### 4. Information requested

##### Cash Limit 2014/15

	<b>£'000</b>	
<b>Revised Cash Limit at 30 September 2014</b>	<b>12,215</b>	
Less		
Capital Charges	3,418	
Insurance Costs	183	
Direct Employee Expenditure (FRS17)	155	
Employee Benefit Accrual	115	
<b>Controllable Cash Limit 2014/15</b>	<b>8,344</b>	
<b>Outturn 2014/15</b>		<b>%of Budget</b>
Controllable Cash Limit 2014/15	8,344	100.0
Forecast net expenditure to 31 March 2015	8,572	102.7
<b>Forecast (Under)/Overspending</b>	<b>228</b>	<b>2.7</b>

An analysis of the Portfolio's actual variations from budget is attached at Appendix A.

An analysis of the Portfolio's capital expenditure to 30 September 2014 is attached at Appendix B.

#### 5. Manager's Comments

(Please read in conjunction with the attached Appendix A)

The revenue outturn for the Portfolio compared to the controllable cash limit indicates a projected overspend of £227,800.

The primary reasons for this are:

- A large overspend on the Pyramids budget of £481,000 relating to maintenance work being carried out ahead of schedule.
- The generation of additional internal income of £190,000, through the recharge of staff time to capital schemes and other PCC services.

A detailed analysis of all the budget variances in the Portfolio is detailed below.



### **1. Parks, Gardens and Open Spaces - Underspend (£59,400)**

There has been a reduction in expenditure for the general maintenance and upkeep of parks of £110,000. This has, however, been offset by repairs required at Portsmouth Rugby Club costing £24,600 and the expected demolition of an unsafe building on Burrfields Road which is expected to cost £26,000.

### **2. Seafront Management - Underspend (£20,000)**

It was originally expected that the Seafront Service would contribute £50,000 towards the D Day 70 commemorations. Higher than expected levels of sponsorship and other external income has, however, resulted in a contribution of only £20,000 being required.

### **3. Golf Courses - Overspend £8,500**

Golf income is forecast to be slightly down due to reduced demand.

### **4. Pyramids – Overspend £481,000**

Essential repair works were carried out at The Pyramids following extensive storm damage. In addition, works planned for future years have been brought forward to take advantage of the lower cost of combining them with the repairs while the facility was closed.

### **7. Sports Development - Overspend £15,700**

Various options for the future of the Interaction Service are presently being explored and savings previously approved have not been achieved. The overspend of £18,000 is being partially offset by a small underspend on the leisure card budget of £2,300.

### **8. Departmental Establishment - Underspend (£190,000)**

Employee costs have been charged to the City Development budget in PRED to reflect both the 50% Head of Service responsibility for this service and business development work carried out by the Culture team covering staff vacancies. In addition to this one member of staff is now being funded through the City Deal project which has contributed £80,000 to the overall underspend.

### **12. Community Centres - Underspend (£33,000)**

It is expected that additional income will be generated at the Hillside and Wymering centre from IT services provided by staff. In addition to this, there will be a 6 month saving in rent of £13,000 at Southsea Community Centre following the closure of the centre.

### **13. Events - Overspend £25,000**

There is pressure to deliver the programmed events within the budget available. Provision has been made to fund this shortfall from underspending in other service areas.

### **CAPITAL**

The revised 2014/15 capital estimates for this Portfolio are summarised at Appendix B. A brief description and status of each scheme is included below.

#### **1. Mountbatten Centre Redevelopment (Total Scheme Budget £20,140,900 - practically complete)**

##### **Overview of scheme**

The provision of a 50-metre swimming pool and refurbishment of the existing centre, the athletics and the cycle tracks.

##### **Progress**

Scheme is complete; facility is fully open for public use. There are retention payments yet to be paid. The scheme will be completed within budget.

##### **Completion date**

The final retention payment will be made upon the resolution of the sports hall defect. The liability for this is now being decided through a legal process.

#### **2. Southsea Seafront Improvements (Total Scheme Budget £147,087)**

##### **Overview of scheme**

Various work to the seafront.

##### **Progress**

Work is continuing on the railings at Southsea Castle and the catenary lighting along the seafront.

##### **Completion date**

It is anticipated that this will be completed in 2014/15.

### **3. Re-provision of Hillside Centre (Total Scheme Budget £1,495,000 – practically complete)**

#### **Overview of scheme**

Re-provision of Wymering Community Centre following destruction of original building by fire, primarily funded by insurance receipts.

#### **Progress**

The centre opened in late October 2013.

#### **Completion date**

The scheme is practically complete. The final account from the contractors is expected shortly and final completion should be achieved in 2014/15.

### **4. Indoor Tennis Centre (Total Scheme Budget £1,167,387 – on target)**

#### **Overview of scheme**

Re-provision of tennis centre at the Mountbatten Centre.

#### **Progress**

The Tennis Centre opened in January 2014.

#### **Completion date**

Financial completion will take place in 2014/15 upon payment of the retention.

### **5. Green Flag Bids (Total Scheme Budget £10,000)**

#### **Overview of scheme**

A Section 106 funded (developer contribution) project. The project is to make improvements to Parks to achieve the Green Flag quality standard.

#### **Progress**

Green Flag application to be prepared and improvement works to be identified to support the application.

#### **Completion date**

Works will take place towards the end of 2014/15.

**6. Hilsea Splash Pool**  
**(Total Scheme Budget £400,000-on target)**

**Overview of scheme**

Re-provision of splashpool at Hilsea.

**Progress**

Project completed and opened on the 1 June 2012.

**Completion date**

Scheme is practically complete, financial close will be in 2014/15

**7. Hot Walls Lighting**  
**(Total Scheme Budget £100,000-on target)**

**Overview of scheme**

The replacement of the non-operational spot lighting at the Hot Walls. The lighting on the seaward side has already been replaced as phase 1 of this scheme, phase 2 is to carry out work to the lights on the land side.

**Progress**

Phase 1 is complete the remaining lighting will be replaced as part of the Arches project.

**Completion Date**

The remaining works will be completed in 2015/16.

**8. Zetland Field-Floodlighting**  
**(Total Scheme Budget £14,000-on target)**

**Overview of scheme**

Section 106 funded project. Provision of user operated floodlights to existing ball court.

**Progress**

Works to install floodlights was completed in 2013/14.

**Completion date**

This scheme is now complete.

**9. Seafront HLF Bid**  
**(Total Scheme Budget £1,000,000)**

**Overview of scheme** – see project 11 Canoe Lake HLF Bid

**Progress** – as Canoe Lake HLF

**11. Canoe Lake HLF Bid**  
**(Total Scheme Budget £400,000)**

**Overview of scheme**

This project runs concurrently with project 9 Seafront HLF Bid. The bid is for a 9 to 1 ratio of matched funding to improve existing heritage features and infrastructure. PCC funding of £140k, the total project cost including the grant funding would be £1.8M.

**Progress**

The application was not successful.

**10. Libraries RFID Scheme**  
**(Total Scheme Budget £401,500 - underspend of £35,000 on completion compared to original budget)**

**Overview of scheme**

Provision and installation of RFID (self- scanning) machines in all libraries.

**Progress**

There are 4 more machines required to complete this project. These are expected shortly.

**Completion date**

The scheme will complete in 2014/15.

**12. Southsea Seafront Beach Huts  
(Total Scheme Budget £300,000)**

**Overview of scheme**

Scheme is being reviewed following public consultation.

**Progress**

The planning application has been withdrawn. Further work is required is required on the number, type and location of proposed huts.

**Completion date**

Unknown at this time, planning permission is yet to be submitted.

**13. ARTches Coastal Communities Grant Bid  
(Total Scheme Budget £1,761,095)**

**Overview of scheme**

The Stage 2 bid submitted to Coastal Communities for funding to support the development of the historic arches in Old Portsmouth was successful. The project aims to create a sustainable artist space by bringing the historic arches back into use.

**Progress**

Planning permission was granted for the project on the 4<sup>th</sup> December 2013. The documentation for the appointment of the consultants and contractors is currently being prepared.

**Completion date**

2016/17

**14. Milton Tennis Court Re-surfacing  
(Total Scheme Budget £75,000 - underspend of £12,100 on completion compared to original budget)**

**Overview of scheme**

The re-surfacing of tennis courts at Milton Park.

**Progress**

Works are complete. A grant was claimed from the Lawn Tennis Association to cover the final costs.

**Completion date**

Completed in 2013/14. A small final payment was made in 2014/15.

**15. Drayton Park Tennis Court Re-surfacing  
(Total Scheme Budget £135,000)**

**Overview of scheme**

The scheme has been amended by Members to provide a Multi-Use Games Area (MUGA) instead of refurbishment of the existing tennis courts.

**Progress**

Project is being developed. Most of the works will take place in the final quarter of 2014/15 and will complete in the first quarter of 2015/16.

**Completion date**

2015/16

**16. Lighting for the Square Tower and the Round Tower  
(Total Scheme Budget £50,000)**

**Overview of scheme**

Provide new lighting to the Square and Round Towers

**Progress**

Quotes have now been obtained for this work.

**Completion date**

2014/15

**17. Rock Gardens – replacement of CCTV  
(Total Scheme Budget £20,000)**

**Overview of scheme**

Replace CCTV in the Rock Gardens

**Progress**

Electricity supply requires investigation prior to commencement of works.

**Completion date**

2014/15

**18. Mobile Library**  
**(Total Scheme Budget £100,000)**

**Overview of scheme**

Provision of a mobile library service to replace the previous Hampshire CC mobile library service in the north of the city.

**Progress**

The vehicle has been delivered and has been fully operational since the beginning of August 2014. It is proving to be popular and very positive feedback is being received from customers.

**Completion date**

Financial completion will take place in 2014/15.

**19. D Day 75 (previously Southsea Seafront Investment )**  
**(Total Scheme Budget £4,619,500)**

**Overview of scheme**

An application for Heritage Lottery Funding of £4,069,400 has been successful to support the transformation of the D-Day Museum. PCC will contribute £350,000 and contributions from external partners will realise a further £300,100 for the project. The refurbished museum will be the centre piece of the D Day 75 commemorations in 2019.

**Progress**

The project is currently in the early development stage. A project manager/QS has now been appointed to lead the work.

**Completion date**

2017/18

**20. Relocation of Archive Store to Southsea Library**  
**(Total Scheme Budget £600,000)**

**Overview of scheme**

Relocation of Archive Store to Southsea Library

**Progress**

The project reached practical completion in December 2014.

**Completion date**

2014/15



## **21. Kings Theatre – Capital Grant (Total Scheme Budget £200,000)**

### **Overview of scheme**

Funding to support the Kings Theatre for Phase1 implementation of the 'Big Project'.

### **Progress**

This work is made of 3 elements;

Element 1 - work to transform 28 Albert Road into an activity and volunteer centre, including space for training, workshops, galleries end exhibitions.

Element 2 - purchase of 26 Albert Road at a time to be agreed with the current owner of the property.

Element 3 - preparation of a detailed business plan.

### **Completion date**

Element 1 is complete and work is commencing on element 3. There is uncertainty over the scheme completion date. This will be dependant upon the timing of the owner's decision to sell 26 Albert Road.

.....  
Signed by (Head of Service):

### **Appendices:**

Appendix A - Revenue Budget  
Appendix B - Capital Expenditure

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

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

<b>Title of document</b>	<b>Location</b>
Portfolio Net Requirement	

The recommendation set out above were approved/approved as amended/deferred/rejected by the Cabinet member for Culture, Leisure & Sport on the 6 February 2015

**CULTURE AND LEISURE PORTFOLIO**

**APPENDIX A**

**REVENUE MONITORING TO 30 SEPTEMBER 2014**

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		Budgeted	Actual			
	Budget	Expenditure	Expenditure	Forecast	Variance	Variance
	2014/15	to 30/09/2014	to 30/09/2014	2014/15	(Fav)/Adv	(Fav)/Adv
	£	£	£	£	£	%
1 <b>PARKS, GARDENS &amp; OPEN SPACES</b>	2,469,190	1,477,686	1,180,214	2,409,790	(59,400)	(2.4)
2 <b>SEAFRONT MANAGEMENT</b>	201,328	74,840	21,089	181,328	(20,000)	(9.9)
3 <b>GOLF COURSES</b>	(191,499)	(197,110)	(173,538)	(183,022)	8,477	(4.4)
4 <b>PYRAMIDS</b>	506,000	95,750	705,640	987,000	481,000	0.0
5 <b>MOUNTBATTEN &amp; GYMNASTIC CENTRES</b>	283,535	141,768	140,365	286,035	2,500	0.9
6 <b>OTHER SPORTS &amp; LEISURE FACILITIES</b>	273,530	154,244	5,245	271,030	(2,500)	(0.9)
7 <b>SPORTS DEVELOPMENT</b>	220,579	115,443	117,088	236,279	15,700	7.1
8 <b>DEPARTMENTAL ESTABLISHMENT (LEISURE)</b>	490,312	230,620	185,797	300,312	(190,000)	(38.8)
9 <b>LIBRARIES</b>	2,153,350	1,151,194	1,109,156	2,153,350	0	0.0
10 <b>MUSEUM SERVICES</b>	820,675	420,990	372,434	820,675	0	0.0
11 <b>ARTS SERVICE</b>	381,175	190,880	234,655	381,175	0	0.0
12 <b>COMMUNITY CENTRES</b>	390,457	221,380	144,149	357,457	(33,000)	(8.5)
13 <b>EVENTS</b>	345,568	203,430	339,375	370,568	25,000	7.2
<b>Net Expenditure - Cash Limit</b>	<b>8,344,200</b>	<b>4,281,115</b>	<b>4,381,669</b>	<b>8,571,977</b>	<b>227,777</b>	<b>2.7</b>

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APPENDIX B

PLANNING, REGENERATION & ECONOMIC DEVELOPMENT PORTFOLIO  
Capital Monitoring Statement to 30 September 2014

Item No.	Description of Scheme	Identified Source of Finance	Accrued Expenditure to the 31st March 2014	Total Project Budget	Expenditure on Fixed Assets to the 30th September 2014	Forecast Total Capital Expenditure	Forecast Total Expenditure	Variance Actual Expenditure compared to Total Budget		Variance Forecast Total Expenditure compared to Total Budget	
1	City Centre Regeneration - Environmental Enh.	CorpRsv B OC	430,551 0 243,037	430,551 0 273,230	0 0 0	430,551  273,230	430,551 0 273,230				
	Sub Total		673,588	703,781	0	703,781	703,781	30,193	4%	0	0%
2	City Centre Regeneration - Branding & Marketing	OC	5,772	20,000	0	20,000	20,000				
	Sub Total		5,772	20,000	0	20,000	20,000	14,228	71%	0	0%
3	City Centre Interim Works	CorpRsv	129,379	250,000	0	250,000	250,000				
	Sub Total		129,379	250,000	0	250,000	250,000	120,621	48%	0	0%
4	Southsea Shopping Centre	CorpRsv UB	602,870 7,000	630,401 25,000	0 0	630,401 25,000	630,401 25,000				
	Sub Total		609,870	655,401	0	655,401	655,401	45,531	7%	0	0%
5	North End Shopping Centre Regeneration	CorpRsv OG	370,399 21,020	400,000	0	400,000	400,000				
	Sub Total		391,419	400,000	0	400,000	400,000	8,581	2%	0	0%
6	Palmerston Road Improvements	CorpRsv	318,130	500,000	390	500,000	500,000				
	Sub Total		318,130	500,000	390	500,000	500,000	181,480	36%	0	0%
7	Land Purchase - Unit H16 Limberline Road	CorpRsv	3,284	100,000	0	100,000	100,000				
	Sub Total		3,284	100,000	0	100,000	100,000	96,716	97%	0	0%
8	Relocation of TIC (nr Blue Reef) to D Day Museum	CorpRsv	61,321	98,000	0	98,000	98,000				
	Sub Total		61,321	98,000	0	98,000	98,000	36,679	37%	0	0%
9	Northern Quarter Road Upgrade	OC CorpRsv CP(DFT)IT UB  CIL S106(ST) S106(EW)	   8,291 723,022  161,386 392,485	575,000 4,302,662 568,467 4,000,000  6,000,000 161,386 392,485	240,525 0 0 0  0 0 0	575,000 4,302,662 568,467 4,000,000  6,000,000 161,386 392,485	575,000 4,302,662 568,467 4,000,000  6,000,000 161,386 392,485				
	Sub Total		731,313	16,000,000	240,525	16,000,000	16,000,000	15,028,162	94%	0	0%
10	Enterprise Centre Dilapidations	RCCO	0	40,000	0	40,000	40,000				
	Sub Total		0	40,000	0	40,000	40,000	40,000	100%	0	0%
11	Horsea Island Bridge Link	OC	302	34,999,500	0	34,999,500	34,999,500				
	Sub Total		302	34,999,500	0	34,999,500	34,999,500	34,999,198	100%	0	0%
12	Cosham High Street	CP(DFT)IT	32,007	200,000	819	200,000	200,000				
	Sub Total		32,007	200,000	819	200,000	200,000	167,174	84%	0	0%
13	Dunsbury Hill Farm - Access Road	CorpRsv OG(DCLG)CD CP(DFT)IT S106(OS) RCCO OC UB	0 280,294 0 0 0 0 0	50,000 300,000 294,485 105,515 0 6,540,000 2,400,000	0 0 176,907 29,916 0 0 0	50,000 300,000 294,485 105,515 0 6,540,000 2,400,000	50,000 300,000 294,485 105,515 0 6,540,000 2,400,000				
	Sub Total		280,294	9,690,000	206,823	9,690,000	9,690,000	9,202,883	95%	0	0%
14	City Deal	OG(DCLG)CD CorpRsv OC CIL S106(EW) UB	92,745 0 22,000 0 0 0	49,857,000 4,296,000  10,189,000 48,653,000 11,222,000	0 0  0 0 0	49,857,000 4,296,000  10,189,000 48,653,000 11,222,000	49,857,000 4,296,000  10,189,000 48,653,000 11,222,000				
	Sub Total		114,745	124,217,000	0	124,217,000	124,217,000	124,102,255	100%	0	0%
Grand Total			3,351,423	187,873,682	448,557	187,873,682	187,873,682	184,073,701	98%	0	0%

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# Agenda Item 8



Portsmouth  
CITY COUNCIL

THIS ITEM IS FOR INFORMATION ONLY

**Title of meeting:** Culture Leisure & Sport Decision Meeting

**Subject:** Community Centres Update

**Date of meeting:** 6 February 2015

**Report by:** Head of City Development and Cultural Services

**Wards affected:** All

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## **1. Requested by**

**1.1** Cabinet Member for Culture, Leisure and Sport

## **2. Purpose**

**2.1** To update the Cabinet Member for Culture, Leisure & Sport on the current 'state of health' of community centres within her portfolio and to outline any significant changes or events since the last update report in February 2013.

## **3. Information**

### **3.1 Background information**

**3.1.1** There are 14 community centres located across the city which are supported and overseen by Community Support in Culture. 12 of these centres are managed by charitable associations and 2 are directly managed.

**3.1.2** Centres are provided at nil rent to the associations and they retain all income generated from hiring of the premises in return for meeting all the basic running costs. (The current financial status of the associations is shown at Appendix 1).

**3.1.3** Service Level Agreements are in place which set out the council's expectations covering the provision of a broad and balanced programme for the whole community, conformity with legal requirements and good practice and the cleanliness and safety of the centre (see Appendix 2). The SLAs are monitored in detail each year and an action plan agreed for any improvements or developments required.

**3.1.4** The demographic profile of the users of each centre, together with space utilisation and numbers of attendances, is assessed every two years (formerly annually). These surveys are currently underway and the results will be reported at a future meeting.

### **3.2 Significant changes since February 2013**

- 3.2.1 6 centres have been transferred from the General Fund to the Housing Revenue Account, which has made significant repairs and improvements possible. The responsibility for the structural maintenance of the remaining centres is with Asset Management Service.
- 3.2.2 Binsteed Community Centre was declared surplus to requirements and the building transferred to Early Years as a dedicated childcare centre, formally acknowledging the principal usage.
- 3.2.3 The second extension to Milton Village Hall, funded largely by external grants, has enabled the creation of a very successful community café and has contributed to the Association's greater financial viability.
- 3.2.4 Havelock and Highbury Community Centres are successfully hosting Children's Centres.
- 3.2.5 The new Hillside and Wymering Centre has opened, re-providing both the former Wymering Centre and Hillside Youth Centre in a shared, purpose built facility. The new centre is very busy and is already oversubscribed.
- 3.2.6 The completion of the community hub - Somerstown Central - has rehoused Southsea Community Association plus creating a housing development site where the old community centre stood.
- 3.2.7 The policy of not replacing seconded PCC staff but grant aiding associations to employ directly has, over the last year, reduced the total number of PCC staff in community centre to 8.

### **3.3 Other information**

- 3.3.1 5 centres provide small community cafes offering low cost hot and cold snacks; Southsea Community Association's former café has been replaced by external caterers.
- 3.3.2 4 centres have open access IT rooms plus Fratton has 2 free access pcs in their café. All centres have signed up to participate in the super-connected cities wifi project.
- 3.3.3 Only 4 centres still operate bars and all have declining usage with 3 bars being barely sustainable.



.....  
Signed by  
**Stephen Baily**  
**Head of City Development and Cultural Service**

**Appendices:**

**Appendix 1:** Financial situations and management arrangements

**Appendix 2:** Service Level Agreement

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

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

<b>Title of document</b>	<b>Location</b>
Annual reports and accounts of all community associations	CDCS files, floor 5 core 3/4
Signed SLAs with all community associations	CDCS files, floor 5 core 3/4
SLA monitoring reports for all community associations	CDCS files, floor 5 core 3/4

**Appendix 1:** Financial situations and management arrangements

<b>Centre name</b>	<b>PCC direct costs</b>	<b>PCC grant aid</b>	<b>Total PCC funding</b>	<b>Free Reserves</b>	<b>Comment</b>
Anchorage	£9,550	N/A	<b>£9,550</b>	N/A	Centre managed directly - no association
Baffins	zero	zero	<b>zero</b>	£22,150	13/14 surplus = £3,822
Buckland	£20,053	£8,880	<b>£28,933</b>	£152,192	13/14 surplus = £20,459
Cosham	zero	zero	<b>zero</b>	£93,128	2013 deficit = £20,675 (financial year January to December)
Eastney	zero	zero	<b>zero</b>	£49,470	13/14 deficit = £109
Fratton	£47,923	£1,275	<b>£49,198</b>	£70,789	13/14 surplus = £15,678
Havelock	zero	zero	<b>zero</b>	£12,771	13/14 surplus = £1,124
Highbury	zero	£6,500	<b>£6,500</b>	£3,352	13/14 deficit = £6,514
Hillside + Wymering	£21,747	N/A	<b>£21,747</b>	N/A	Centre managed directly - no association
Milton	zero	zero	<b>zero</b>	£19,345	13/14 surplus = £4,008
Paulsgrove	zero	£27,500	<b>£27,500</b>	£15,986	13/14 deficit = £6,749
Southsea / Somerstown	£34,639	zero	<b>£34,639</b>	£75,583	13/14 surplus = £ 4,020
Stacey	zero	£7,000	<b>£7,000</b>	£20,912	13/14 deficit = £7,028
Stamshaw + Tipner	£1,626	£5,430	<b>£7,056</b>	none	12/13 deficit = £7,781, 13/14 accounts awaited

These figures have been taken from the most recent accounts available from the community associations.

The value of the waived rentals is not included, nor is the cost of any Landlord repair maintenance or improvements.

## Appendix 2:

### Service Level Agreement

**Purpose:** The purpose of community centres is to serve their local community by providing a warm and safe environment in which residents can engage in a wide range of activities. Associations managing centres will strive to cater for all, irrespective of age, gender, ethnic origin, disability, sexual orientation, or beliefs. They will offer opportunities to engage in social activities, in volunteering, in activities and interest groups and in personal development. Associations will work to high standards of conduct in all aspects of their work and strive to be centres of excellence in the field of social and leisure provision.

**Parties:** The parties to this agreement are Portsmouth City Council (Cultural Services) and \_\_\_\_\_ Community Association.

**Adopted:** This agreement was adopted by \_\_\_\_\_

Community Association at its Committee Meeting on

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_

Signed on behalf of the Association:

Chairperson \_\_\_\_\_

Name \_\_\_\_\_

Signed on behalf of Portsmouth City Council

Representative \_\_\_\_\_

Name \_\_\_\_\_

**The Community Association will:**

- A. Strive to provide a broad and balanced programme for the whole of the community, within the constraints of the size of the building and of finance and in light of other local provision.**

To enable this, the association will:

- i Maintain an understanding of the community it serves through consultation, analysis of use and through community research when appropriate.
- ii Annually - set *short and long-term objectives* towards achieving the aim of a broad and balanced programme. These to make use of the results of the Centre Use and User Profile surveys.

Once agreed, to send a copy of these to the Community Support Officer

- iii Annually - formally review progress of these objectives and send a copy of the review to the Community Support Officer.
- iv *Publicise* its programme of activities within the local community

- B. Have in place and in operation policies covering the following areas:**

- i Health and Safety
- ii Equal Opportunities
- iii Financial Management
- iv Employment (paid and voluntary staff)
- v Charging Rates
- vi Child Protection
- vii Customer Service
- viii Governance

- C. Provide annual evidence of public liability (to the value of £5 million) and employers insurance.**

Annually, provide evidence of the above.

- D. Keep the building in a clean, safe and welcoming condition, including:**

Carrying out monthly recorded Health & Safety Checks.

Monitoring the building and reporting any defects \ maintenance issues relevant to Portsmouth City Council.

- E. Follow all requirements of its constitution and of Charity Law**

- i Access and support the All Associations meetings
- ii Allow staff (if appropriate) to attend the all centres staff meetings
- iii Ensure managers (if appropriate) attend the Centre Managers meetings

**F. Provide audited/independently examined annual accounts.**

Annually, provide evidence of the above.

**G. Participate in the annual data gathering exercise to provide the information PCC is required to obtain and report**

- i The numbers of users per annum
- ii The profile of centre users (collected once a year)
- iii The utilisation of space (collected once a year)
- iv User satisfaction levels

**H. Provide information for local people on services and activities locally and city-wide.**

**I. Provide and promote opportunities for voluntary work.**

**J. Ensure that good practice is followed in the recruitment, management and employment of staff.**

- I Ensure staff are trained appropriately to carry out required duties
- li Ensure staff receive periodic recorded supervision
- lii Ensure staff have suitable contracts of employment
- lv That in the employment of staff equality of opportunity is ensured.

**K. Provide the Community Support Officer with minutes and agendas to committee meetings in a timely way.**

**PCC will provide:**

**A. A rent free building for the provision of services and activities for the local community.**

- i Carry out its responsibility for repairs and maintenance to the building with regard to budgetary limitations.

**B. Assistance in the development of policies and procedures based on existing examples of good practice.**

- i Provide examples of policies to associations on request
- ii Provide support in the development of policies and procedures
- iii Strive to inform associations of new or changed legislation that may affect them

**C. Access to technical advice on the refurbishment or extension of centres.**

- i Access to avenues of support within PCC
- ii Technical and other support with funding bids

**D. Assistance towards the funding of periodic community needs research.**

- i Contacts for researchers to carry out the required research
- ii Access to grants to fund research

**E. Assistance in the identification of funding sources for programme or building developments.**

- i Active support in identifying funding sources.

**F. Support in identifying potential partners or providers of new services.**

**G. Access to training for association staff and volunteers.**

- i Access to Portsmouth City Council or external training for association staff and volunteers – where resources allow.
- ii Enable training where requested \ required for association trustees.
- iii Support \ access to training to meet the requirements of the Service Level Agreement.

**H. Up to date information on services locally and city wide and the means to display this.**

- i Regular mailings of posters and leaflets relating to activities and services in Portsmouth
- ii The means to display this information

**I. Regular meetings with Associations to obtain feedback on their performance in the above.**

- i Arrange annual meetings between representatives of the City Council and the association to review the operation of this agreement.

**Larger Centres Only**

**J. Staffing support by either direct employment or by grant-aiding employment by Associations. This support is subject to budgetary limitations and will be determined annually with reference to opening hours, utilisation and ability to generate income, reserves and compliance with this agreement.**