Portsmouth
CITY COUNCIL

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NOTICE OF MEETING

CABINET MEMBER FOR CULTURE, LEISURE AND SPORT

FRIDAY, 7 OCTOBER 2016 AT 9.00 AM

THE EXECUTIVE MEETING ROOM - THIRD FLOOR, THE GUILDHALL

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CABINET MEMBER FOR CULTURE, LEISURE AND SPORT
Councillor Linda Symes (Conservative)

Group Spokespersons

Councillor Lee Hunt, Liberal Democrat
Councillor Stephen Morgan, Labour
Councillor Julie Bird, UK Independence Party

(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

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 Culture and City Development Business Plan 2016 to 2019 (Pages 1 - 42)

Purpose of report
This report provides a summary of the priorities, risks, key performance indicators and vision of Culture and City Development in Portsmouth City Council.

RECOMMENDED
That the Cabinet Member for Culture Leisure and Sport approves the key priorities and targets set in the business plan.

4 **Landing Craft (Tank), LCT 7074** (Pages 43 - 54)

Purpose of report
To present the case for retaining Landing Craft (Tank) 7074 in Portsmouth and displaying her in the vicinity of the D-Day Museum.

RECOMMENDED
That the council work in partnership with the National Museum of the Royal Navy in order to retain LCT 7074 in the city and display her in the vicinity of the D-Day Museum.

5 **Interaction Project** (Pages 55 - 58)

Purpose of report
To update the Cabinet Member for Culture, Leisure and Sport on the transfer of the Interaction service.

RECOMMENDED
That the transfer proposal for the Interaction Service to be included within the Leisure Facilities Management contract be formally approved.

The following items are for information only

6 **The Big Friendly Read - The 2016 Summer Reading Challenge** (Pages 59 - 62)

Purpose of report
To inform the Cabinet Member on this year's Summer Reading Challenge, delivered by the Library and Archive Service and to give provisional participation figures.

7 **Library Learning Offers** (Pages 63 - 68)

Purpose of report
To inform the Cabinet Member of the wide range of informal learning opportunities currently coordinated by the Library and Archive Service's Access and Learning Librarian.

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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Title of meeting:	Culture Leisure and Sport Decision Meeting
Date of meeting:	7 October 2016
Subject:	Culture and City Development Business Plan 2016 to 2019
Report by:	Director of Culture and City Development
Wards affected:	All
Key decision:	No
Full Council decision:	No

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1. Purpose of report

1.1 This report provides a summary of the priorities, risks, key performance indicators and vision of Culture and City Development in Portsmouth City Council.

2. Recommendations

2.1 That the Cabinet Member for Culture Leisure and Sport approves the key priorities and targets set in the business plan.

3. Background

3.1 The Culture and City Development business plan is a refresh of the 2015 to 2018 business plan previously agreed by the Cabinet Member for CLS.

3.2 The business plan states our aspirations and outlines the key objectives across all elements of the service and is also used as an introduction to the service

3.3 The changes to the business plan this year are:

- Reflected are the revised introduction to some service areas that have undergone restructures such as the merger of the Economic Growth team with the City Centre management team, the merger of the Seafront team with Business Support and the loss of certain services such as Energy and Sustainability.

- The SWOT analysis informed the revision of the key challenges for the service moving forwards over the next 3 years

- Incorporating key strategic information reflected from national strategies published this year such as a "*The Culture White Paper 2016* " Department for Culture Media and Sport and "*Towards an Active Nation* " Sport England 2016-2021

- They key performance indicators and the risk register have also been updated and revised

- The objectives have remained the same but there are a number of changes in each service area to reflect new strategies, action and initiatives to drive these objectives forwards

3.4 The format of this year's business plan has been designed to provide a succinct overview of the services we provide, the risks and challenge of the service, what we plan to do and how we are going to deliver, plus the monitoring and performance of the plan.

3.5 Within the plan there are three appendices, one of which is a summarised version of the Vision and "Business plan on a page" objectives. This is viewed as a useful tool for services as it is a simple document to be used both in delivering our objectives, linking the service to corporate priorities and a tool to support bid writing.

3.6 The business plan key actions are detailed in the individual service operating plans and specific actions with agreed timelines and responsibilities are derived from this

3.7 The business plan will be monitored through key performance indicators and reported to Governance and Audit and portfolio members on a quarterly basis. This will be also be shared with Members, Chief Executive, City Solicitor and Deputy Chief Executive, as well as the managers in each service.

3.8 **Business plan objectives are:**

Objective 1: A city where all residents and visitors have opportunities to enhance their health and well-being, to be involved in building healthy and happy communities.

Objective 2: A city where all residents have access to high quality formal and informal learning and skills opportunities to improve their quality of life.

Objective 3: Enhance Portsmouth's reputation as a city of innovation and enterprise and stimulate economic growth and generate investment.

Objective 4: A city with a distinctive culture established as a national and international destination.

Objective 5: To create a high quality urban environment encouraging sustainable development and economic and social regeneration.

Objective 6: An innovative service that engages in the challenges of developing quality affordable and sustainable services that meet the needs of residents, visitors and Businesses.

4. Reasons for recommendations

4.1 To agree and share with the Cabinet Member for Culture Leisure and Sport the contents of the business plan and agreed actions.

4.2 To enable Culture and City Development to implement the objectives set out in the business plan.

5. Equality impact assessment (EIA)

5.1 An equality Impact assessment is not required for the business plan itself as preliminary and full EIA will be completed for individual activities and strategies contained in the plan which will be subject to an appropriate EIA.

6. Legal comments

6.1 Legal requirements and compliance considerations affecting the services within its scope are identified in the body of the draft Business Plan including, in particular, the Risk Register at Appendix 1.

6.2 Specific legal implications arising from the carrying out of activities and functions in support of the objectives of the Plan will be appraised as required in the course of implementation.

7. Director of Finance comments

7.1 The objectives set out in the Culture and City Development plan will be actioned within the approved 2016/19 cash limits.

7.2 The impact of future savings targets on resources available to support the plan will be considered as part of service review process.

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Signed by:
Stephen Baily
Director of Culture and City Development

Appendices:

Culture and City Development Business Plan 2015 to 2018 including
Appendix 1: Risk Register
Appendix 2: Business plan on a page
Appendix 3: List of Services

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

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

Title of document	**Location**
City Development and Cultural Services Business plan 2013 to 2017	PCC website : Culture Leisure and Sport minutes
City Development and Cultural Services Business plan 2014 to 2017	PCC website : Culture Leisure and Sport minutes
Culture and City Development 2015 to 2018	PCC website : Culture Leisure and Sport October 2015

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by Cabinet Member for Culture, Leisure and Sport on 7th October 2016

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Signed by:
Cabinet Member for Culture, Leisure and Sport

Culture and City Development Business Plan 2016-19

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Introduction to Culture and City Development

Culture and City Development (CCD) leads the local authority in delivering Portsmouth's aspirations as a great waterfront city, prioritising city growth and the wellbeing of local communities. We engage residents, visitors, businesses, investors and voluntary organisations in the city's long term growth and success, through culture, learning, creativity, innovation, the urban environment and entrepreneurialism, embedding culture as a key driver and deliverer of regeneration.

CCD combines the public service ethos of prioritising the wellbeing and quality of life of citizens and communities with the innovation and entrepreneurialism of the private sector necessary for city growth.

In culture-led regeneration, cultural sites, facilities, events and programmes create a high public profile, driving regeneration and economic growth in cities, and show-casing Portsmouth as a desirable place in which to invest, work, live, study and visit.

Regeneration is typically considered across three inter-connecting (and sometimes competing) areas: physical change; economic development and community or social renewal.

Portsmouth's Regeneration Strategy, Shaping the Future of Portsmouth, implicitly captures all three of these elements in its two stated goals to:

- support economic growth, innovation and enterprise
- enhance the competitiveness of our city

The strategy sets out a vision for Portsmouth as a vibrant, modern city with a strong and positive national and international reputation – a place people want to live, work, visit and study and where business and new enterprise choose to locate and invest. It is a sustainable approach which brings increased resiliency to organisations, creates economic value and contributes to healthy ecosystems and communities.

The local authority has chosen to embed a culture-led regeneration approach in its aspiration to identify Portsmouth as *the Great Waterfront City*.

This brand embeds our strongest assets which are at the forefront of Portsmouth's identity – our maritime heritage, built and natural environments, cultural life, excellent transport links to London and Europe, the role of our international port as a gateway to the world, and our many (and growing) sector strengths, including aerospace, marine, business services, advanced manufacturing, environmental technology, creativity, media and tourism and leisure[1].

Key drivers for growth include the Ben Ainsley Racing team (BAR) who located their HQ to Portsmouth which will bring long term economic benefits to the region over the next 10 years. This exposure has raised the city's profile as an exciting visitor destination and a venue for world class events.

Other future demand generators include the growth of the University, the City Deal Development of Tipner and Horsea and Port Solent, The Hard project's regeneration of the transport interchange, and the development of the Historic Dockyard with the opening new £35M Mary Rose Museum in 2016.

[1] See PUSH, Invest in Portsmouth for more information: http://www.invest-in-portsmouth.co.uk/index.php?id=5

In addition the largest ship ever built for the Royal Navy, HMS Queen Elizabeth , will arrive in Portsmouth in early 2017.

Our Vision

For Portsmouth to be a great waterfront city, unique in its cultural identity, generating opportunities for economic prosperity and improving quality of life, developing an attractive sustainable destination for residents, visitors and investors.

Core services

The directorate brings together the following core services:

City Development Team

1. Planning Policy

The City Council, as Local Planning Authority (LPA), has a statutory duty to prepare and maintain an up to date Development Plan to set out how future development needs will be accommodated in the city. This is crucial in providing a long term vision for the city and setting out the steps to achieve this.

The 'Duty to Cooperate' set out in the Localism Act requires the team to work collaboratively with other authorities across the Partnership for Urban South Hampshire (PUSH) area, to collectively identify housing and employment needs and how these may be accommodated across the area. These are set out in the South Hampshire Spatial Strategy: Position Statement, June 2016.

The existing Portsmouth Local Plan sets out the quantity and location of development in the city to 2026, the infrastructure required to support the development, plus any other requirements. It provides protection for some land uses such as open space, employment land provision and community facilities. This is to ensure balanced development, provide environmental protection and to provide quality of life within the city. To accommodate further housing and employment needs the planning policy team are currently refreshing the Local Plan to identify how these needs can be accommodated in the city in the period up to 2036.

As a unitary authority, Portsmouth is a Minerals and Waste Planning Authority, with a statutory requirement to produce a Minerals and Waste Plan. This is produced in partnership with Southampton City Council.

This team is also responsible for identifying the infrastructure required to support growth within the city. To help fund this infrastructure the Council are a CIL (Community Infrastructure Levy) charging authority, the City Development team sets the charging schedule and is responsibly for collecting all CIL contributions. The team ensures that monies are spent in accordance with the agreed spending schedule.

2. Enforcement/Implementation

The focus for the planning enforcement service is ensuring that developments are carried out to a high standard and in accordance with agreed details. This team plays a key role in ensuring quality development in the city.

The team also investigates claims that developments/change of use have been carried out without permission and resolve most complaints by persuasion and negotiation. However, when this is not possible then the Planning Enforcement Team has the

power to commence enforcement actions if a development is found to be unacceptable.

The team operate in an equitable, proportionate and consistent manner and to follow the advice in the Good Practice Guide for Local Planning Authorities to ensure a robust, fair and rigorous approach.

3. Conservation

Just as the city must protect its social, cultural and economic assets, the historic built environment and natural environment form valuable local resources that must be protected and harnessed for regeneration and growth. The Assistant Director will lead on a key piece of work this year to successfully adopt a heritage strategy focused on identifying the assets that are at risk within the city and considering how historic assets, particularly those within the control of the Council , can be best used to make a positive contribution to regeneration and the economy of the city.

The Assistant Director will lead on a bid to Historic England to identify a Heritage Action Zone within the Harbour between Portsmouth and Gosport.

The council's management role is in conserving the city's built environment, including the historic street furniture such as streetlights and shelters on Southsea seafront or unusual ceramic street names, ancient monuments, listed buildings, tree preservation orders and conservation areas.

The Conservation Officer will continue to provide advice and guidance to other officers, particularly the development management team, and the council’s Asset Management team.

4. Project Management

This is a diverse and multi-disciplined team containing strategic project managers and planners working on projects to deliver the objectives of the Development Plan, enabling the delivery of strategic sites and key regeneration.

Under the leadership of the Assistant Director project managers will manage and successfully deliver complex, major schemes on behalf of the City, including the delivery of the City Deal sites with supporting infrastructure and the city centre and its infrastructure. The activities within these key strategic projects include, negotiating with agencies and organisations on issues of funding and policy approval; land purchase, procurement, legal agreements and contracts, leading consultation with local residents and communities.

The projects that are delivered are broad and complex, with many internal and external stakeholders, including the public and local communities, local businesses and elected members.

The team provide a range of support and guidance to other PCC teams who are involved in appraising sites or delivering development.

This team ensures that the highest standard of project delivery is achieved, on time and within budget for the city development schemes.

5. Building Control partnership

The Building Control team (BC) now forms part of the Fareham, Gosport and Portsmouth Building Control Partnership. The

Partnership are responsible for ensuring that building works within the Portsmouth City boundary are carried out in accordance with the Building Regulations 2000 and the Building Act 1984. Building Regulations are concerned with matters such as structural stability, fire safety, energy conservation and accessibility to buildings.

The Building Control Partnership continues to work towards increasing the sustainability of new buildings throughout the city. They also carry out other safety roles including:

- safety at sports grounds
- inspection of dangerous structures
- demolitions

There is a statutory requirement for the Council to provide a Building Control Service. Therefore, the council explored alternative methods of delivery of this service both to manage current service challenges but also to provide long term sustainability of the service and support the regeneration ambitions for the city. Fareham, Gosport and Portsmouth Building Control Partnership went live in May 2015 and the full integration of staff and IT systems are now complete.

The Partnership has won back some of the business that had transferred to the private sector and continues to increase its business.

Work is now taking place to work up a full business case to consider extending the Partnership to include Havant and East Hampshire. The current Partnership is also exploring options to establish a trading company .

6. Contaminated Land

Portsmouth's constrained coastal location and its industrial and military past has resulted in a complex development history and a legacy of pollution, with a large number of sites having been contaminated by their previous uses.

Contamination can threaten public health and safety as well as the wider environment and economic activities through its impact on land users and neighbours.

The redevelopment of sites can ensure that land is remediated as part of the development. This team works with the developers identifying potential sources of contamination and developing and agreeing remediation strategies and then ensuring that the remediation is carried out in a safe and effective manner to enable development to occur. As a further support to this works a contaminated land strategy will be developed and is planned for adoption in 2017.

The Developing Contaminated Land Supplementary Planning Guidance is also available as a support to help developers to deal with sites which are, or are likely to be, contaminated.

7. Development Management

Development management focuses on working closely with developers to maximise development opportunities in the city’s interest, to reduce risk and to achieve a deliverable scheme.

Development management incorporates a problem-solving approach, influencing development proposals to achieve quality places and better outcomes for local communities.

Fundamentally, development management represents a shift away from reactive control to the proactive management of opportunity.

Planning teams shift focus from processing planning applications to facilitating the creation of sustainable development. This approach runs alongside the agenda of ‘quality places’ or ‘place shaping’.

8. Economic Growth Team

Shaping the Future of Portsmouth is the city’s regeneration strategy for growth and prosperity that was developed by the city council and adopted by the local business community. Its key themes are to:

- Support economic growth, innovation and enterprise
- Enhance the competitiveness of our city

To drive forward these themes a new team is being established under an Economic Growth Manager.The team works in partnership with the business community making a significant contribution to the Council's involvement with Shaping the Future of Portsmouth workstreams.

The team has undergone a thorough economic assessment and is delivering against 5 key objectives:

1. Ensure all interventions are underpinned by robust economic data and impact monitoring and are part of an Economic Plan for the City.
2. Effective business engagement with our top 50 companies and our fastest growing SMEs to boost GVA, employment growth and business rate income.
3. Improve partnership work in Portsmouth and the Solent and boost inward investment by promoting a high quality offer via the *Invest in Portsmouth* web site.
4. Make *Enterprise Portsmouth* a reality to increase our business start-up rate, and survival rates.
5. Improve the high level skills in the resident and work-based population to ensure our employers and investors have access to the necessary skills they need for the future .

This team is a vital part of the city's commitment to growing inward investment and particularly foreign direct investment. In this regard a particular focus is on the Chinese market via our twinning with Zhuhai.

Retail: Integration into Economic Growth Team and the wider City Development Team

The retail and markets team have been integrated into the economic growth team this year to better support our retail businesses and markets and are part of the wider city development team.

Our retail centres play a significant role in providing employment, local services and entertainment for residents and visitors and are undergoing significant change across the UK. Currently, the team is responsible for the promotion of key retail areas including Cosham, North End, the City Centre and Southsea. It

is responsible for markets in Cosham, Commercial Road and Southsea. As part of the wider work of the City Development team it will contribute to a new Market Strategy for the city to maximise the impact markets can have to bring new enterprise and vitality to the City, and compliment other retail offers within the area.

Sport and Recreation Facilities

The service has a key role in supporting the council's core priorities and particularly in addressing outcomes relating to health, education, lifelong learning and community regeneration.

The main aim is increasing levels of regular participation and accessibility to sports services for residents by providing an affordable and inclusive network of community sports facilities, developing grass roots sports and volunteering opportunities as well as supporting talented sports people.

The service will be supporting the main outcomes listed in the Sport England Strategy 2016-2021 "Towards an Active Nation" which focuses on the benefits that sport can bring to people and society in terms of physical and mental wellbeing, individual development, social and community development and economic development. A focus will be to encourage inactive people to become active as this intervention is where the gains for the individual and for society are the greatest.

The service is directly responsible for managing the main council provided leisure and sports facilities, either directly or through contractual arrangements and contract management. These include the Mountbatten Leisure Centre, Portsmouth Gymnastics and Tennis Centre, Eastney Swimming Pool, Wimbledon Park Sports Centre and Charter Community Sports Centre. Other facilities that fall within the responsibility of the service include the outdoor tennis courts across the city, the splashpool at Hilsea and the outdoor sports area at Bransbury Park.

In 2016 there is a significant project to re-procure a new leisure facilities contract for the management of our 6 leisure facilities - a decision will be made on a new operator early in 2017.

The waterfront strategy "**Developing Watersport in Portsmouth**" was adopted at a recent Culture Leisure and Sport meeting and the associated action plan agreed. This plan will build on our watersports and coastal recreation opportunity to promote the Great Waterfront City and plans to develop the area further for leisure and tourism and attraction of world class events. The actions will encourage participation in watersports and coastal recreation to be safe, easy and inclusive as possible.

The service is also responsible for Portsmouth's three managed cemeteries at Milton, Kingston and Highland Road and the associated burial service.

It provides a high quality burial service and maintains the cemetery sites in good condition for the continued access of current and future generations.

Cultural Services

Libraries and Archives

The Library Service consists of a Central Library, 8 branch libraries and a mobile service.

The Schools Library Service is delivered via a separate building and operates as a Traded Service, but works in partnership with Public Libraries in the delivery of reader development projects, provides loan collections, information, support and training to all local schools. 98% buy back has been achieved within Portsmouth, supplemented by the addition of services to schools in other areas, which contributes to the financial stability of the service.

Archives and libraries are now fully integrated, moving forward with joint plans for digitisation and extended access for customers, both within buildings and digitally. Archive support is delivered jointly with library local collections via the Portsmouth History Centre housed in the Central Library, which gives access to the city archives, local, family and naval history and special collections including the Conan Doyle and Charles Dickens collections and at the Southsea Archive Repository, which ensures the preservation conservation and security of Portsmouth records and stories.

These positive developments have contributed to the Archive Service achieving Archive Accreditation at its first application, confirmed in June 2016.

During this period of austerity the public library and archive services runs counter to the national trend of closures and reductions in service. Libraries have not been closed in Portsmouth and opening hours have been maintained for the last three years.

Libraries successfully continue to deliver the five (SCL) Universal Offers and two Promises. These are reading, information provision, digital access, health and wellbeing, learning and promises to provide services, support and inspiration for children and the vision impaired. Key projects include the annual BookFest, Portsmouth Book Awards, Summer Reading Challenge, Health and Wellbeing, including Macmillan Cancer Support and delivery of National Archives Week.

Libraries have also achieved inclusion in the British Library Living Knowledge Network, one of only 22 libraries to do so.

Museums and Visitor Services

This service is responsible for the city's museum collections and the six museums that display them - Portsmouth Museum, D-Day Museum, Cumberland House, Dickens' Birthplace, Eastney Beam Engine House and Southsea Castle.

Portsmouth’s collections, some one million items, include social history, military history, natural history, fine and decorative art.

Visitors access the city's collections through temporary and permanent exhibitions, events and activity programmes, school sessions led by costumed interpreters, loans boxes, and the enquiry service and in some cases through digital online access.

The service also seeks to engage new audiences through special projects and activities which take the collections into the community. Such activity is often made possible through external funding from organisations such as the Heritage Lottery and Arts Council England.

The council's museums are in some cases significant attractions in their own right - the D-Day Museum for example - contributing to the growth of the visitor economy and the regeneration of the seafront. The service will focus on the 5 year transformation of

the D-Day Museum in 2016 with a new museum planned for Easter 2018.

The collections deliver corporate objectives relating to learning and skills, health and wellbeing and community cohesion through projects such as delivery of the new Butterfly House for Cumberland House and securing external funding for the long-term preservation of the Edward King collections for future generations to enjoy.

The service is supported by over 100 volunteers supporting the service to achieve almost 300,000 visits last year. Museums offer wider community gains and support lifelong learning , enhancing wellbeing for visitors and residents alike, creating and celebrating local pride in Portsmouth.

The Museums strategy , adopted this year , is a blueprint to deliver these outcomes and is also an ambitious strategy to manage the financial challenges ahead.

Seafront and Events Services

Portsmouth and Southsea Seafront

The role of culture as a catalyst for regeneration and economic development – social, economic and physical – is particularly important in Portsmouth, as the city seeks to regenerate areas such as the seafront, Portsmouth's signature waterfront.

The responsibility for the overall management, maintenance, development and regeneration of the seafront falls across several Portsmouth City Council services. Cultural Services responsibilities are coordinated through a team whose role is to increase the year-round use and enjoyment of the seafront by residents and visitors. In addition they work towards delivering the actions outlined in the South Seafront Strategy adopted by members in 2010 and which runs to 2026.

This service also supports the growth of the visitor economy through various initiatives to develop Portsmouth and Southsea as a European City break destination with world class attractions and international events.

The Seafront team have now merged with the Business support team and work to co-ordinate the seafront's various cultural stakeholders, including attractions, leisure and retail businesses. They help deliver a range of options to support the economic regeneration of the seafront and identify new income streams and attract investment to the city.

It is a challenge to deliver such a diverse range of services during a continuing period of austerity. In order to rise to this challenge a review of the key operational elements of the service will be completed this year , including poster sites, beach huts and Southsea splashpool to improve services for the future and improve the quality of the customer experience.

There will also be a review of byelaws to simplify layers of restriction, increase concessions options, and work with the opportunities that various capital development projects will bring over the next 5 years.

Events Service

The Events Team play a key part in developing the events and cultural programme across the city which supports the growth of the visitor economy and the positive perception of the city's image.

The growing events programme is important in both supporting and developing local business and making Portsmouth an attractive city for both residents and visitors.

Visitors are drawn by the increasing number and breadth of events, and of the 9.3 million who visited the city in 2014 (latest data) the number of visitors attracted by events only was in excess of 700,000.

The team delivers directly, civic and royal events such as D-Day commemoration, and the Mayor Making Ceremony, plus events in the Guildhall Square and other festival events such as the Rural and Southsea show.

A key focus of the team is in supporting other events organisers to deliver events across the city. These range from the smaller events organised by social and community groups and charities, to supporting our partners to deliver larger scale events such as Victorious (110,000 visitors) and international series of events such as the Louis Vuitton America's Cup World series (134,000 visitors).

These larger events involve many teams , not only within our own directorate , but across the council and the city . Robust event management is essential to ensure the safety and enjoyment of the thousands of spectators who visit the seafront each year.The team provides assistance and support to businesses through the event application process and work in partnership with sponsors and other PCC teams to provide the infrastructure to support large-scale events. They co-ordinate the Portsmouth Safety Advisory Group to ensure that events are delivered in accordance with event guidelines and are safe for everyone to enjoy.

An events strategy is key to establish and shape future provision and manage growth strategically and will be ready for political agreement for consultation at the beginning of 2017 with full adoption in the summer. It will agree the principles for large scale international events; include key elements such as economic impact studies and encouraging growth of events in the low season and the spread across the city. The strategy aims to capitalise and build on previous successes to deliver economic, social, sporting and cultural legacy and ensure we drive the agreed outcomes for the city.

Tourism and Visitor Services (Visitor Economy)

Visitor Services

Portsmouth's award winning Visitor Information Team are here to help visitors and residents make the most of their time in the city and are based at the D-Day Museum. The team will help plan visits, with information and suggestions on accommodation, attractions, entertainment and events. As well as discounted tickets for attractions, tickets are sold for local events and entertainment, coach and theatre bookings. The service also manages the following:

Portsmouth Tourism Guiding Service
Portsmouth Greeters
Visitor Information Points across the city

Tourism

Tourism is vitally important to the UK, to the city and its regions responsible for 1.6 million jobs nationally and growing at a faster rate than total UK employment (Tourism *Action Plan 2016).* The South East is a region that has enjoyed visitor rates growing

faster than London last year. However, 50% of international visitor spend still remains within greater London.

The team promotes Portsmouth as a tourism destination as well as developing the visitor experience for national and international visitors.

The priorities are driven by the Visitor Marketing Strategy which details marketing campaigns and promotional activity over the next 3 years. The strategy is currently being refreshed and will be available in 2016. It looks to strengthen the current day visitor market and increase staying and international visits, developing Portsmouth into a short break destination.

A focus will be digital marketing, press and PR, working closely with regional and national partners such as Visit England and Visit Britain, national domestic campaigns e.g. TV, London Underground, and international campaigns such as US Market, Near Europe and Go China with Tourism South East. Work is also carried out to increase the Business Tourism and Group and Travel Trade markets.

The team also works with the Destination Marketing Partnership which is a cross-sectorial partnership of key stakeholders and a citywide forum established to develop the city as a destination and support the branding of the Great Waterfront City.

This is part of the strategy to attract inward investment and support the growth of the visitor economy which is now attracting 9.3 million visits to the city.

Portsmouth's cultural sector, and in particular tourism, provides significant direct and indirect employment and works internationally to promote a positive perception of the city.

Community Centres

Community centres provide a friendly and supportive local place to meet, mix and get involved in a wide range of learning, social and physical activities. Portsmouth City Council supports a network of community centres, promoting individual and community involvement and well-being.
The centres vary in size from small two room buildings to large centres with a range of facilities including sports halls, gyms, IT suites and cafes.

There are 12 council owned community centres in CCD and in the 2015/16 community association's budget was a mix of directly funded staff and grant funding, however, as from April 2016 , all centre staff are now managed by associations.

These associations consist of local volunteers who have responsibility for running their centres and the activities there.

The council will continue to support these associations to broaden the programmes through the actions plans based on the bi-annual surveys.

The primary role of community centres is to support and build community cohesion and this is achieved through being accessible to all and proving a range of activities that support social integration.

The associations offer activities for all interests, but focus particularly on groups such as children, young families and older people and aim to be affordable to people on low incomes.

Richard Lancelyn Green Conan Doyle Collection

In 2004 Portsmouth City Council was bequeathed a substantial collection of books, archives and memorabilia which had been assimilated by international collector Richard Lancelyn-Green relating to Sir Arthur Conan Doyle and his most famous creation, Sherlock Holmes.
The initial targets for making the Collection accessible to the public have been achieved through both an exhibition at the City Museum and also the significant work by volunteers on the archive.

The collection costs of approximately:

- 16,000 books
- 3,000 objects
- 45,000+ archives

The Collection has been used in a range of international projects, including touring exhibitions to Japan and France, two major biographies of Sir Arthur Conan Doyle and even in the research for the recent Guy Ritchie Sherlock Holmes film.

The Collection also works closely with the University of Portsmouth to offer work experience and course-work opportunities for students from a range of disciplines, including web design and business development.

The collection has had a small success such as securing £70,000 Heritage Lottery Funding to deliver a 'Sharing Sherlock' community exhibition programme to hard to reach communities.

However, it is important that we consider how the collection can be supported into the future to safeguard the items in the best possible circumstances, secure as much public access as possible and to maximise the commercial opportunity the collection presents.

Partnership and Commissioning

Revenue Client Support: This service provides revenue support to client organisations and monitors the service level agreements to the following clients:

- Aspex Visual Arts Trust
- Bournemouth Symphony Orchestra
- City of Portsmouth Preserved Transport
- Kings Theatre
- New Theatre Royal
- Peter Ashley Activity Centres
- Portsmouth Cultural Trust

Additionally for 2016/17 two grants have been provided to the following organisations, again monitored through a service level agreement:

- New Writing South
- Portsmouth Festivities 2016

Licencing service

The Licensing Service exists to administer, regulate and enforce various statutory licensing responsibilities of the City Council and where necessary and appropriate to do so will consult with other services, external agencies and stakeholders in order to protect the safety and welfare of the general public.

The Licensing Service is responsible for administering and enforcing a wide ranging and varied types of licences/registrations including:

- Regulation of Hackney Carriage and Private Hire drivers, vehicles and operators;
- Premises and persons licensed under the Licensing Act 2003 for the sale of alcohol, regulated entertainment and late night refreshment;
- Licensing of premises for the provision of gambling activities under the Gambling Act 2005;
- Charitable collections;
- Street trading;
- Amenities on the highway;
- Sex establishments;
- Scrap metal dealers;
- Approval of marriage premises;
- Street entertainment permits

The Licensing Service reports to the Licensing Committee as opposed to the Executive. This is because the majority of the Licensing Authority licensing responsibilities are specifically non-executive functions and are reserved to Council (and subsequently delegated to the Licensing Committee).[2]

The key aim is to work with our partners and stakeholders to be a city where residents and visitors feel safe.

[2] The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended).

Registrars Service

Portsmouth Registration Service provides statutory services for the registration of births, deaths, marriages, civil partnerships and citizenship ceremonies. It also offers a range of non-statutory services including a Nationality Checking Service and Naming and Renewal of Vows Ceremonies. In 2015/16 the figures for these services were:

Birth registrations:	6292
Death registrations:	3254
Still birth registrations:	25
Marriages & Civil Partnerships:	944
Citizenship Ceremonies:	260
Nationality Checking Service:	210
Naming & Renewal of Vows:	14

Through these services we are able to attract visitors from outside the city - in turn helping to boost the local economy and promote Portsmouth as the Great Waterfront City.

We support local businesses and encourage the licensing of new premises for marriages, civil partnerships etc - we currently have 21 local venues licensed to hold ceremonies - and attract many people from outside of the area with the variety and uniqueness of these premises.

Our affiliation with the Home Office and cross border working partnership with Hampshire County Council, have helped contribute to our success as a service. Although the statutory services are governed by the legal requirements of central government, the service is now under the local governance of Portsmouth City Council. This allows the service more flexibility and opportunities for growth and prosperity.

Our aim is to continue to provide a professional and high quality service delivered by caring, courteous and highly skilled staff.

Coroner's Office

The management of the Coroner's Service for Portsmouth and South East Hampshire transferred to Portsmouth City Council in April 2015. It had previously been overseen by Hampshire Constabulary in conjunction with Hampshire County Council. It is funded by both Portsmouth and Hampshire County Council in a 70/30 split.

The Coroner's Service covers a wide area extending to the borders of Liss, West Meon, Sarisbury Green and Emsworth. The Coroner is an independent judicial office holder who is responsible for the investigation of deaths that are referred to him. This will include deaths that may have been violent, accidental or have undetermined causes. In 2015, 3215 deaths were referred to the Coroner, with 497 of those becoming full inquests.

The Coroner's Service for Portsmouth and South East Hampshire and Portsmouth Registration Service has been working closely together in order to help facilitate a new and flexible working partnership. Our vision is to have a more efficiently run service which will continue to be delivered in a highly professional manner.

Statutory responsibilities

Portsmouth City Council is legally obliged to provide certain statutory functions across the service:

- The duty to provide “a comprehensive and efficient” Library Service under the Public Libraries and Museums Act 1964 for provision of books for loan and reference.
- Information services from all sources including the provision of staff to deliver and support.
- Digital inclusion is not part of the Museum and Libraries Act 1964 but this has been part of subsequent government papers.
- An obligation to make proper arrangements for documents and records in their custody, and enabling local authorities to promote the use of records and to acquire records through an Archives or Records Service. Local Government (Records) Act 1962: Local Government Act 1972 (section 224).
- Archives Provision of information and access to resources, security and conservation

Registrars Service, statutory services include:

- Registration of births, deaths and still-births
- Civil legal preliminaries for marriage
- Civil partnership
- Conducting marriage and civil partnership ceremonies
- Citizenship ceremonies
- City Development – The Town and County Planning Act 1990
- Building Regulations 2000, the Building Act 1984.
- *Licensing:* A large number of statutory functions across the service as above

Listed Buildings and Monuments

- A range of statutory functions related to public access, care and disposal

Volunteering

Volunteering has a long history and involvement in all our services and its profile has never been higher. It has supported all aspects of service delivery for many years and has helped the sustainability of services whilst supporting people to gain valuable life and work experience and learn new transferable skills. The volunteering opportunities are diverse across the service from cataloguing of the Arthur Conan Doyle Archive to supporting Museum events.

Volunteering not only enhances job seeking chances but gives an opportunity to services, through new ideas and inspiration, to positively influence current service provision. Museums have also achieved the Investors in Volunteer standard which is the UK quality standard for good practice in volunteering and its management.

For our two largest services, the Library and Archive service and Museums service , the total volunteering activity in 2015/16 was significant, equating to 13 FTE . Although volunteers are one way of securing long term sustainability and engagement in our services, there is significant management time required in the volunteer process. A positive volunteer experience involves a significant investment in time and resources to recruit and manage effectively.

Section Two: Key challenges

Challenges for Cultural Services

Nationally, the government continues to identify the importance of political leadership at national regional and local levels in "The Culture White Paper" 2016. It believes that our creative industries are "one of the best investments we can make as a nation".

It prioritises culture's role in increasing opportunities for young people and their education, how culture can be used in placemaking and how culture contributes to our "soft power" such as the work carried out by the British Council and the Great Campaign.

Nationally, there are 4 key themes:

1. Everyone should enjoy the opportunities culture offers, no matter where they start in life.
2. The riches of our culture should benefit communities across the country.
3. The power of culture can increase our international standing.
4. The importance of cultural investment, resilience and reform.

However, although Portsmouth has enjoyed investment in culture and in the development of new and existing venues and attraction, at the same time, austerity has led to new political and financial challenges.

Many local attractions, venues, and creative artists and entrepreneurs feel a heavy impact from the £60 million reduction in spending by Portsmouth City Council in the last 5 years which is set to continue in 2016. We will shortly start the budget process for 2017/18 and the Council will be looking to find approximately £12 million in savings.

This has led to an uneven landscape for culture. While some of the sector has seen investment, others parts are struggling to survive. While our audience have grown among some groups,

there is still significant growth opportunity within the 60 minute drive time audiences and among marginalised local people more vulnerable to the impact of austerity.

However, the recently announced shift of funding from London to the regions is welcomed to ensure that everyone, all races and levels of society, should have the chance to be involved in the growth and development of the cultural life of the city and to work towards a diversification of our audiences.

The key challenge is looking to offset the impact of these savings not only by controlling costs, but also by working hard to find new ways to generate income.

Challenges for City Development

The work that the service is leading on across the city is hugely significant. It is no understatement to say that we are at the heart of some of the most important developments the will influencing the future growth of the city and its communities for the coming decades.

To deliver sustainable growth in the city, the city development service needs to play key roles in ensuring that the broader infrastructure needed to support the growth of the city is delivered.

The development of areas such as the city centre will be significantly hampered by a lack of infrastructure investment. The City Development Service must ensure that infrastructure needs, such as flood defences and sustainable, affordable transport systems are addressed as part of our overall commitment to regeneration. Working innovatively with our partners to overcome the current financial and political challenges will be central in this aim.

Whilst the Service has collected over £8m in CIL contributions towards delivering key infrastructure this is only a small amount of the total cost needed to deliver some of the key infrastructure to support the city's growth. There are limited alternative funding sources and this lack of finance could begin to challenge the amount of growth the city can support.

Two of the key projects that will provide major challenge to the Service in the coming year are the city centre road schemes and the Southsea Coastal defences.

Over the previous year City Development has lost a number of principal planning officers, with a relatively buoyant economy the number of jobs remains high, with qualified and experienced planners being in high demand. The recruitment and retention of qualified and experienced planners will be a challenge in the coming year. This presents a significant risk to the delivery of the Local plan and bringing private sector development schemes forward through Development Management and enable regeneration schemes through the projects and implementation team.

In summary, the key challenges remain across all services areas are:

Strategic Challenges

- Adopting a heritage strategy and a contaminated land strategy
- Sufficient resources to carry out a review of the Portsmouth plan to 2036 with a robust evidence base that the Council are able to defend at Inquiry.
- Complete a public realm strategy including a strategy for concessions and street trading

- Agree an Events strategy
- Developing a scheme for the South Sea Flood Defences that support the environmental, economic and social needs of the city will achieve the agreed level of Flood Defence.
- Achieving sufficient funding to deliver the city centre infrastructure project
- Enable development within the city centre
- Recruitment and retention of planning staff

Capital development and growth challenges

- Diverse range of cultural assets and too many buildings to fund and secure their long term economic use
- Investment in performance venues and support to Revenue Clients
- Agreeing a strategy for the future of the Pyramid site
- Agreeing a strategy for the future of the City Museum site
- Guildhall re-development
- Enabling the delivery of sufficient housing sites within the city
- Retaining employment within the city
- Attracting office development to the city
- Hotel growth
- Attract positive investment and development on to the seafront

Service growth challenges

- Development and growth of events
- Development and strategic directions of the Conan Doyle Collection/Sherlock Holmes Experience
- Attracting investment to the Seafront
- Growth and attracting events (land and sea)
- Digitalisation of collections/archives
- Replacement of the Corners caseload management system
- Retail Market strategy
- Review of the Christmas Market

Project Development

- The Hard Interchange
- Dunsbury Hill Farm
- City Deal: Tipner and Horsea Island and Country Park
- City Centre road scheme
- Transformation of the D-Day Museum
- Implementation of public Realm in city centre
- Implementation of public realm improvements in Isambard Brunel Road

How can we follow the pioneering bravery of other cities who have taken risks to create a new perception of their city, and to focus on our vision, planning and proactive and long term service development.

Risk

Risk register is attached (Appendix 1)

The Big Four comprise the biggest challenges facing Culture & City Development over the next 5 years. The discussion below includes measures to mitigate these challenges and risks.

Risk 1: The price of the savings targets

- Lack of ability to devote resources to resilience and sustainability, e.g. income generation, innovation.

- Danger of reduced budget leading to low usage in areas that most need services and eventually leading to the closure of service points in our most vulnerable communities
- Ongoing building costs and maintenance, particularly the deterioration of buildings and failure to adequately maintain assets.
- Additional pressures arise in terms of the licensing budget and working towards cost recovery. Whilst the licensing authority are able to set some fees locally (i.e. hackney carriage and private hire) those fees, by law, must not be used to create revenue for the Council. The Service must continue to review its processes and costs in order to ensure value for money whilst retaining the ability to effectively administer and enforce the licensing regime.

Risk mitigation

The main risk is the ability to realise current and future savings targets while still delivering long term sustainable services that meet the needs of local residents. This will continue to be mitigated by identifying national and international funding, sharing services, partnership working, income generation and alternative delivery models. In all areas we aim to make as many elements of service provision self-financing as possible.

We anticipate some of these risks will be mitigated by partnership and innovation in service delivery, for example sharing maintenance costs of buildings with resident partners, e.g. tenants at Hotwalls Studio and Southsea Castle.

We must more clearly articulate our role as supporters and investors in private enterprise in the city and raise our expectations of the beneficiaries of that support to demonstrate the return to our communities on public sector investment in their success.

More broadly, the service group must be freed up to capitalise on its strengths and to utilise the skills of staff, embedding the incredible passion of public sector workers for their city.

Risk 2 ***Managing expectations:***

- Shifting the local authority culture to embrace new ways of working that encourage innovation and flexible partnerships
- Managing the expectations of local residents – being more transparent and more vocal about the challenges facing the public sector.
- Managing the expectations of members around the capacity of services and working with them to understand priorities to inform their decision making

Risk Mitigation

There needs to be clear communication, transparency and accountability across the directorate and local authority. The directorate can contribute to this via:

- Communication with frontline services, increasing involvement of all staff with the transformation agenda and empowering them to be innovative and taking ownership of the service delivery and develop innovative partnerships.
- Communicating with service users – understanding changing patterns of demand and listening to consultation and feedback to shape services.
- Further, this engagement is voluntary, providing our service points with great potential to increase awareness of local

residents of the current challenges faced by the local authority and broader public sector.

- Community centres, libraries and museums have great potential to act as 'active service points' for the local authority, becoming the focal points for community and third sector partnerships in, e.g. health, information provision and learning.
- Communicating with members – our services enjoy close working relationships with Members and we look to continue and enhance these relationships in the future.

Risk 3 ***Market conditions negatively impact on regeneration and city growth schemes, projects and development***

- Increased pressure to generate income within service areas while the market conditions might not allow expansion of income generation.
- Removal of events or services as income generation decreases.
- It is unclear what impact the British people's decision to leave the European Union will have on our tourism, business and other areas of service delivery.
- Decline in the economy will result in reduction in development schemes

Risk mitigation

There is a limited ability for us to offset shifts in the market, however, ensuring that our operating models are maximised for flexibility and innovation will be key to the ability of service areas to adapt and innovate quickly, as well as to anticipate rather than react to change.

This dovetails with the need to shift the culture within the directorate – as well as the local authority as a whole – letting go of 'the way we've always done it' in favour of looking for new ways to deliver, including services delivered in partnership with, or transferred over to external organisations.

Recruitment into new positions and roles must also begin to prioritise demonstrable track records of entrepreneurial and enterprise skills.

Risk 4 Securing and managing new partnerships for sustainable delivery of local services

- We are in an increasingly challenging environment, not only for the public sector, but for our 3rd sector partners and the city's independent cultural landscape. This places a broader challenge for partnership working.
- Increase of public money moving increasingly into the private sector, representing a loss of public value and democratic accountability of service provision.

Risk Mitigation

This is a complex area that in essence, we negotiate on a case by case basis.

There is little/no ability for the directorate to influence the national funding landscape for the 3rd sector, however, we will continue to lobby and advocate for Portsmouth as a national funding priority with a range of organisations, including the EU, Arts Council and Heritage Lottery Fund, as well as with government ministers and departments, where appropriate.

Increasingly the directorate will also need to make the case for shared service provision among local cultural organisations, particularly in 'back-office' functions such as marketing and promotion. We will need to increase understanding that the local authority cannot guarantee financial support or partnership without the ability of local cultural organisations to innovate and reduce costs.

Section Three: What do we want to do?

There are influencing factors to consider when setting the key strategic and operational priorities for 2016/17 from the recent PESTLE analyse the key areas identified:

Localism - Adapting to the changing context

The localism agenda, as reflected in the City Deal scheme for example, has become a strong focus for shifting power from central government, sharing the responsibility for regeneration and economic development across all sectors, and placing a new importance on civic engagement and community involvement.

The government's move to localism and a more demand led approach and the idea that people and business know best has led to LEPS (Local Enterprise Partnerships) being given increasing strategic responsibility of the economic development in their areas.

The Coalition has committed to a fundamental and radical reform of local government funding, moving away from a centralised funding system and promising local authorities more individual autonomy. Each city must now pool resources and strengths to identify the best solutions to local needs, including through the regional/sub-regional partnerships of Local Enterprise Partnerships or LEPs.

This will enable us to deliver to local needs.

Solent Combined Authority Development

Portsmouth is an active partner in a plan for a Solent Combined Authority to secure extra powers and funding for the Solent area. These plans span Portsmouth City Council, Southampton City Council, Isle of Wight Council and the Solent Enterprise Partnership. The role of each council would not change, but it is hoped that the combined authority would provide the mechanisms and funding needed to drive economic growth across the region.

At this stage it is expected that the government would give an additional £30 million each year for the next 30 years to a Solent Combined Authority. This would provide the funding to improve the infrastructure in South Hampshire and the Isle of Wight, and would also allow the business rates to be retained locally, giving us more control over our financial future. The proposal is currently at the consultation stage.

Sharing management with Gosport

The landscape we work within is rapidly changing and frequently demanding. One significant way that we are looking to achieve savings across the Council is by creating shared senior managerial support between Gosport Borough Council and Portsmouth City Council.

The services and managers involved in this have now been agreed and this partnership working will begin in October 2016.

In our directorate this includes the Economic Growth Manager taking on some elements of the management of the Economic Development team of Gosport BC.

Digital inclusion

The increasing shift towards increasing access to services online does not acknowledge the challenge of making sure our residents – particularly those with the poorest life chances, and/or those who currently have low usage/awareness of our services (for example, BME communities) – have not only digital access but the digital literacy required to make this shift alongside the local authority.

Partnership working - responsive not reactive

Work is taking place across the sub-region, focusing on developing innovative solutions to local problems through dynamic partnerships that bring together the public, private, and voluntary sectors across the region and city, including Solent LEP, PUSH, Shaping the Future of Portsmouth group and Portsmouth's Health and Wellbeing Board.

One of the key challenges for the local authority is how best to maximise the opportunities offered by the increased focus on cross-sectoral partnership.

How to embed the strategic relevance and importance of regeneration and economic development across all services areas and work flexibly in partnership across all sectors.

Implications of changes - 2016/17 Key Objectives

Democracy, transparency and accountability must sit at the heart of our service provision, bringing local communities closer to the decisions that affect them the most. We are committed to building a stronger coalition of local communities, organisations, businesses and the local authority, working collectively for the best interests of Portsmouth as the great waterfront city.
There are hard choices to be made in order to meet the needs of local residents and communities with the resources available.

City Development and Cultural Services have a number of core and interlinking objectives which are the methods or the activities by which we plan to achieve our aims.

The primary objectives remain as in last year's business plan and the additional interventions are listed below underneath each objective

Objective 1: A city where all residents and visitors have opportunities to enhance their health and well-being and to be involved in building happier and healthier local communities:

- Establish a funded programme to increase digital access.
- Aligning culture more closely with public health to deliver strong outcomes in areas including alcohol and substance abuse and recovery, physical activity, healthy diet, giving up smoking, long term conditions and disabilities, and health inequalities.
- To improve and expand digital and community outreach.
- Develop new Sports Facilities and Playing Pitch Strategy in partnership with stakeholders – approval in the municipal year.

Objective 2: **A city where all residents have access to high quality formal and informal learning and skills opportunities to improve their quality of life:**

- Support skills development and job matching

- Aligning city development and culture more closely with education, both attainment and aspiration for all ages

Objective 3: **Enhance Portsmouth's reputation as a city of innovation and enterprise by attracting investment to the city and fostering economic growth.**

- Engage with investors as a coherent organisation, support business start-up and grow ons. Create an environment where there are opportunities for innovators and entrepreneurs to establish themselves and be supported.

- Develop an events strategy and a long term action plan.

Objective 4: **A city with a distinctive culture established as a national and international destination**

- Improving the perception of the city brand: to improve local, national and international perceptions of Portsmouth and to deliver measurable economic returns identifying key measures.

- Refresh the Visitor Services Marketing strategy.

- Construct a broader coalition in city/region with understanding of economic potential of visitor economy and creative industries.

Objective 5: **To create a high quality urban environment encouraging sustainable development**

- Review of the Local plan to take the plan period to 2036 and identify how employment and growth will be accommodated in the city.
- To explore and promote key strategic sites for development including hotel development.
- Successfully management of our Heritage stock by establishing the framework to support this in the Heritage Strategy.
- Re-examine the way Employment and Skills plans are supported and delivered through the development management process.
- Southsea seafront opportunity to create a clear strategy and investment plans for key sites, including the Pyramids, D-Day Museum and Clarence Pier.
- Adopted the Public Realm Strategy and embed this into the working of the Council

Objective 6: **An innovative service that engages in the challenges of developing quality affordable and sustainable services that meet the needs of residents, visitors and Businesses**

- Creating a new vehicle for the delivery of some or all of the Culture & City Development services.
- Developing new income streams, fundraising and financial autonomy.
- Increase use of technology to access services.
- Build strong sustainable and dynamic partnerships with external organisations, particularly in the 3rd sector that allow us to exit from lower impact service provision.
- Encourage apprenticeships and trainee placements.

2016 to 2019: Key Strategic projects

The past decade has seen significant regeneration from the expansion of the University of Portsmouth, refurbishment of the Camber for Ben Ainslie Racing HQ, to the new centre for Maritime Intelligent Systems and the forthcoming University Technical College.

The council are continuing to deliver on this regeneration and with its development partners on complex key strategic sites. Regeneration and development schemes are set to radically change the city as a place to live, work and visit and the focus in the next 3 years will be:

City Deal: A City Deal of £49m investment with the government that will unlock land at Tipner and Horsea and Port Solent for new housing and employment will deliver a minimum of 1,250 new homes and more than 65,000 square meters of employment space. This investment will build on the £24m already invested by the council in a new motorway junction, to provide access to the site; initially infrastructure will be put in place to support the delivery of development. This development will be delivered over a long period with development being delivered up to 2030. There is significant work being done on how to create the marine hub as set out in the city deal bid. A full delivery strategy is being developed.

Dunsbury Hill Farm Business Park – £100m investment. This planned development would have an excellent location on the A3 (M), using Portsmouth City Council land. It has support from Hampshire County Council, Havant Borough Council and the Solent LEP. City Development is supporting the Property team in promoting and delivering sites on the ground.

The Hard. A new Hard interchange is a 7 million pound project to regenerate this key gateway to the city and improve transport efficiency by linking buses, trains and ferries; make the site easier to navigate: enable pedestrians, cyclists and vehicles to share the space more safely and make the areas look more welcoming to the visitor. It is anticipated that this development will act as a catalyst for further reservation within this part of the city the construction phase is well underway with completion by March 2017.

Hotwalls Studio : transformed the area between the Square and Round Tower's Grade II listed arches military barracks into a creative/artists quarter with 13 working artists' along with a commercial eatery , creating approximately 14 new jobs. The site opened in budget and on target in July 2016 and the final phase of the project is currently being explored. This is for the future facility/development management of the studios and the wider site.

The project sits within a wider context of developments that aim to meet the emerging demands of creative businesses in the city and the re-use of our historic assets which are best conserved and protected by securing their sustainable long-term re-use.

City Centre Infrastructure*:* reconfiguration of the Portsmouth's city centre road network are necessary to maximise the development potential of the area and ensure it operates efficiently provides priority for public transport and creates good cycling and walking opportunities encouraging modal shift. Redefining the route of the highway network will open up new development sites and play a significant role in the place shaping agenda for the city. It will further help

support future development and growth that is planned throughout the whole of the city over the next 20 years.

The current road layout is already nearing capacity, causing delays to drivers and the improvements to the road could incorporate a new public transport route on Marketway which would link to the new park-and-ride on the M275.

The Asssistant Director supported by the Strategic Project Manager are working with technical consultants and key partners to develop the masterplan and road design and to prepare a full business case to be presented to the LEP board towards the end of 2016 .

Section 4: How will we do it?

Performance Management

The performance measures that will be used to monitor progress have been adjusted to reflect the new targets:

Key performance measures of service group

Key performance indicators are below and are set against a baseline:

- Increase digital access: Continue the increase in virtual visits by 5% annually from 2014 to 2017 to 60,000 visits.
- Sustain 300,000 visitors across all city museums.
- Increase visitor numbers by 5% (Target: 9.7million visitors) by 2019.
- Increase of 8% of staying visitors from 2016 to 2019.
- Maintain a 5 year housing land supply.
- Meet national planning application turnaround targets annually (65% minor; 60% major; 80% other).
- In the Coroners service achieve timeliness targets for inquests cases that take over 1 year.

In addition, each service will have more detailed performance measures within their operational plans.

Delivery of the Plans

The Business Plan is approved at a portfolio meeting and will be underpinned by a formal performance document which is monitored in a number of ways:

- Assessment of service objectives**:** information from the business plan is monitored via operational/commissioning plans at service level.
- Service performance management monitoring at Department Management Teams
- At corporate level - key measures are monitored and reported to members at Governance and Audit meeting on a quarterly basis.
- At member level - the key areas of work from the Business Plan are added to the Future work Programme and Forward Plan to ensure complete transparency.
- Budget management, outturn and savings are reported at CLS and also included in the quarterly monitoring to Governance and Audit.

Encouraging member involvement is key and is managed through regular email to the portfolio holders and opposition spokespersons. Weekly briefings with the Cabinet Member for Culture Leisure and Sport and regular meetings with the Cabinet

member for PRED are valuable to build relationships with members and drive forward regeneration agendas.

The 2016 scrutiny programme will be welcomed and the recommendations that will follow will lead to improvements in the service.

Consultation is not seen as a separate activity but is embedded in performance. Comparative analysis of customer feedback and surveys is imperative for the service to undertake and to understand customer demand.

Customer insight and intelligence to improve services are also received though complaints, friends and volunteer groups and service surveys.

In addition, we continue to work closely with HR to review the workforce provision across the service group, with a focus on creating a flexible, highly skilled workforce capable of meeting changing business demands. We will be working with HR and ensure we have the right workforce to deliver our future plans.

Business Plan

It is important to summarise our plans in a clear and concise way and therefore the CCD plan on a page 2016 to 2019 has also been updated (please refer to Appendix 3).

Links to key documents and information locally

Good growth for cities report 2013 (PwC/Demos) – www.pwc.co.uk/government-public-sector/good-growth/index.jhtml

Shaping the Future of Portsmouth: A strategy for growth and prosperity in Portsmouth – visit www.portsmouth.gov.uk and search 'Shaping the Future of Portsmouth'

City Deal – visit www.portsmouth.gov.uk and search 'City deal'

StartUp Britain. New figures reveal regional entrepreneurial hotspots – www.startupbritain.co/news

Portsmouth Local Economic Assessment. University of Portsmouth / Portsmouth City Council, January 2012 – www.portsmouth.gov.uk/docs/PortsmouthLEA.pdf

Business Growth and Skills Plan. Portsmouth City Council, August 2013 – visit www.portsmouth.gov.uk and search 'Business Growth and Skills'

The Portsmouth Plan (Portsmouth's Core Strategy). Portsmouth City Council, January 2012 –visit www.portsmouth.gov.uk and search 'The Portsmouth Plan'

City Centre Masterplan, Supplementary Planning Document. Portsmouth City Council, January 2013 – visit www.portsmouth.gov.uk and search 'City Centre masterplan'

The Hard, Supplementary Planning Document. Portsmouth City Council, June 2012 – visit www.portsmouth.gov.uk and search 'The Hard'

Seafront masterplan, Supplementary Planning Document. Portsmouth City Council, April 2013 – visit www.portsmouth.gov.uk and search 'Seafront strategy'

Links to key documents and information nationally

No stone unturned: in pursuit of growth - Lord Heseltine review
https://www.gov.uk/government/publications/no-stone-unturned-in-pursuit-of-growth

The Culture White Paper 2016: Department for Culture Media & Sport

Sport England: "Towards an Active Nation" Strategy 2016-2021

Tourism Action Plan (2016)

Ref	Activity	Drivers	Service	Theme	Code Risk Type	Threats	Assurances	Risk Level as at September 2016	Triggers/When is this a risk?	CURRENT SIGNIFICANT RISK	Cost	Changes in risk
Director of Culture & City Development												
HA1	Recreation	Review recreation contracts; Budget pressures, legislation	CCDS	Legal & Compliance	S	Value for money and contract management	Re-procurement of contract to be completed 2017	Medium	End of former contract and beginning or new deliverer	No		
HA2	Recreation	Review of recreation contracts; Budget pressures, legislation	CCDS	Legal & Compliance	S	Inspections not carried out	Contract monitoring	Medium	When inspections are due - demand increases and likely to increase but reduction in resources	No		
HB1	Museums and Visitor Services	Budget pressures, reputational	CCDS	Financial	S	Security of collections against loss, theft, damage by fire or flood	PDR's, 1:1's every 4 weeks and team meetings. Collections Policy and actions. Accreditation standards. Invest in Volunteer standards and accreditation	Low	At any time and especially when showing a particularly valuable or rare collection	No		
HB2	Museums and Visitor Services	Budget pressures, reputational	CCDS	Financial	S	Collections under/ over valued	Collections policy and action plan and new structure in place to mitigate loss of collections manager	Low	If valuations are overdue or a new item is received and not valued	No		
HB3	Museums and Visitor Services	Budget pressures, reputational	CCDS	Financial	S	Buildings security and security of collections	PDR's, 1:1's every 4 weeks and team meetings. Operational plans. Effective staff scheduling	Medium	When contractors need access; at closing of buildings at the end of a working day	No		

Ref	Activity	Drivers	Service	Theme	Code Risk Type	Threats	Assurances	Risk Level as at September 2016	Triggers/ When is this risk?	CURRENT SIGNIFICANT RISK	Cost	Changes in risk
HC2	Libraries & Archives	Budget pressures, reputational	CCDS	Financial	S	Buildings security and security of collections	Business Continuity Plan, security process and development of monitoring /security devices	Low	At anytime	No		
HC3	Libraries & Archives	Budget Pressures	CCDS	Financial	S	Non delivery/ Unsustainability of service if further cuts	Rescheduling and reviewing opening hours volunteers on frontline. Putting forward as closures, automation of services	High	If further cuts required and all libraries required to remain open	Yes		
HC4	Libraries - School Library Service	Budget pressures, reputational	CCDS	Financial	S	Lack of SLA buy back impacting on the ability to trade	Staff training, stock development and engagement with traders services facilities	Medium	when SLA due - 2 year cycle 2016	No		
HD1	Whole Service	Budget pressures	CCDS	Financial	S	Loss of key skills as flatter structure and increase of absence more pressure on fewer staff	PDR's, 1:1's every 4 weeks and team meetings. Management training. Salary benchmarking	High	At any time due to budget pressures	No		
HD2	Whole Service	Legislation	CCDS	Legal & Compliance	V	Health & Safety of staff in the work place	PDR's, 1:1's every 4 weeks and team meetings. E learning programme	Medium	At any time but especially when changing collections, carrying out inventories	No		

Ref	Activity	Drivers	Service	Theme	Code Risk Type	Threats	Assurances	Risk Level as at September 2016	Triggers/When is this a risk?	CURRENT SIGNIFICANT RISK	Cost	Changes in risk
HD3	Whole Service	Legislation	CCDS	Legal & Compliance	V	Non-compliance with DBS checks where staff e.g. Museums have direct unsupervised regular contact with children	Recruitment process improved. Volunteer policy formalised	Medium	At any time but especially on recruitment of new staff	No		
HE1	Leisure, events, cemeteries, community centres & seafront and other	Legislation, budget pressures	CCDS	Legal & Compliance	V	Non-compliance with Health & Safety, legionella testing	PDR's, 1:1's every 4 weeks and team meetings. Operational check in place and refresh of operational process	Medium	At any time	No		
HE2	Leisure, events, cemeteries, community centres & seafront and other	Budget pressures	CCDS	Financial	F	Fraud risks; Income not accounted for	PDR's, 1:1's every 4 weeks and team meetings. Operational check in place	Medium	At any time but especially when income collected and held prior to banking	No		
HE3	Leisure, events, cemeteries, community centres & seafront and other	Legislation (e.g. Health & safety)	CCDS	Legal & Compliance	V	Events not properly risk assessed	PDR's, 1:1's every 4 weeks and team meetings. Robust events process	Medium	When event applications submitted	No		
HE4	Leisure, events, cemeteries, community centres & seafront and other	Budget pressures, political	CCDS	Financial	S	Community Centres, maintenance not carried out, facilities under used	PDR's, 1:1's every 4 weeks and team meetings	Medium	Following particularly extremes of weather	No		
HE5	Leisure, events, cemeteries, community centres & seafront and other	Budget pressures, political	CCDS	People & Processes	S	Conflicting usage of sea front/ beach/sea	PDR's, 1:1's every 4 weeks and team meetings. Actions in seafront master plan	Medium	Mainly in the summer when use is high	No		

Ref	Activity	Drivers	Service	Theme	Code Risk Type	Threats	Assurances	Risk Level as at September 2016	Triggers/When is this a risk?	CURRENT SIGNIFICANT RISK	Cost	Changes in risk
HF1	Economic Growth	Budget pressures/ political	CCDS	Financial	S	Lack of adoption of the necessary long term strategic plans such as The Local Plan leading to inadequate delivery of city regeneration plans		Medium	Unsustainable development planning decisions	No		
HG1	Buildings	Budget pressures	CCDS	Financial	S	Greater than expected deterioration of buildings and failure to adequately maintain assets	Also risk for Housing & Property Services and Finance	High		Yes		
HH1	Planning	Budget Pressures	CCDS	Financial	S	Capacity to meet demand/loss of income/ demand reduced/ enforcement for Building Control team	Partnership with Gosport & Fareham	Low	Phase 1 of transfer completed 2015	No		
HH2	Planning	Budget Pressures	CCDS	Financial	F	Fraud Risks income not accounted for/collected	Operational check in place	Low	If further financial cuts required and post not filled			

Ref	Activity	Drivers	Service	Theme	Code Risk Type	Threats	Assurances	Risk Level as at September 2016	Triggers/When is this a risk?	CURRENT SIGNIFICANT RISK	Cost	Changes in risk
HH3	Planning	Legislation	CCDS	Financial	G	New government funding arrangements for affordable housing until 2018 has led to developers being cautious about financial outcomes of developing as well as impact of welfare reforms and reductions in benefits	Marketing	Medium	When land becomes available for development	No		
HH4	Planning	Demographic pressures	CCDS	Financial	S	availability of land for affordable housing development; conflict with obtaining maximum return on available land	Raising the profile of affordable housing in shaping the future of Portsmouth	Low	When land becomes available for development	No		
HH5	Planning	Legislation	CCDS		G	TPO's not monitored leading to a loss of trees	Monitoring of planning applications- recruited senior manager to carry out reviews	Medium	If further financial cuts required and post not filled	No		
HJ1	Projects	Market	CCDS	People & Processes	P	Predicted Milestones either on delivery of activity or financial are not met. See also Project Risk Registers- e.g. citry deal	Project Boards	High	Triggers such as market conditions negatively affect progression of key regeneration projects	Yes	£millions potential	

Ref	Activity	Drivers	Service	Theme	Code Risk Type	Threats	Assurances	Risk Level as at September 2016	Triggers/When is this a risk?	CURRENT SIGNIFICANT RISK	Cost	Changes in risk
HJ2	City Deal Tipner & Horsea Island	Budget Pressures	TE & BS	Environmental Land ownership	P	Decontamination of the land. Transfer of land from MOD. Unable to incorporate land in private ownership into the scheme	Corporate Governance Group oversight of major projects. Robust project management escalation of issues to head of directorate and CGG	Low	When decontamination complete			
HK1	Cemeteries and Burial services	Demographic increase	CCDS	Environment	S	Availability of land for the religious burials is 5 or 6 years based on current death rates as more space is required due to a different burial alignment	Identify land and set aside	High	5 or 6 year of land supply and takes 5 year to lay out new cemetery	yes		NEW RISK
HK2	Cemeteries	Budget pressures, legislation	TE & BS	Environmental	S	Cemeteries lack of capacity; Changing community needs e.g. different religions; Reduction in demand for traditional burials, increase in other religious/cultural burials, insufficient space/layout to accommodate, extra land required, financial impact	Prepare a report on the future of burials in the city - to include estimated religious needs; Be aware of statutory legislation and requirements, plan alternatives if necessary e.g. land buying. 15-20 year capacity	Low	Once capacity is approaching maximum	No		

Code Risk Type	
V	Vulnerabilities/Corp Legislation e.g. DPA, Health & Safety, Asbestos, Legionellas
G	Government- specific Service Legislation
S	Service Priority
LO	Lost opportunity
P	Project risks
F	Fraud
BC	Business Continuity

Vision

For Portsmouth to be a great waterfront city unique in its cultural identity, generating opportunities for economic prosperity and improving quality of life, developing an attractive sustainable destination for visitors, investors and residents

1. A city where all residents and visitors have opportunities to enhance their health and wellbeing, to be involved in building health and happy local communities

Service priorities:

- Enhance and broaden participation in cultural opportunities and the cultural offer of the city
- Continue to make our collections, archives and services more accessible
- Promoting sustainable community management models
- Maintain and develop opportunities for volunteers
- Ensure the City's cultural programmes promote inclusiveness and celebrate cultural diversity
- Improve access and participation via digital channels
- Support early intervention to deliver on the city's health agendas
- Complete re-procurement of sport and leisure facilities

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

Service priorities:

- To create spaces for inspirational community experiences
- To provide opportunities to improve literacy, numeracy and raise academic performance
- Work closer with partners in education and enterprise to support the skills agenda
- To use the richness of cultural experiences to learn, achieve and inspire

3. Enhance Portsmouth's reputation as a city of innovation and enterprise and stimulate economic growth and generate investment.

Service priorities:

- Encourage economic growth through creating a supportive environment for all business to flourish in the city
- Understand current and future skills demand to develop the city's workforce to provide employment opportunities.
- Attract inward investment and target foreign investment as a key sector
- 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
- Promote the city as an attractive location for business and investors
- Create and environment in which innovation and creativity flourish
- Review retail and market offers in the city by 2017 with options for change

4. A city with a distinctive culture established as a national and international destination

Service priorities:

- Support and grow the visitor economy
- To develop Portsmouth to become a European city break destination with world class attractions
- Improve the quality of the visitor experience
- Marketing and promotion of the city as a destination promoting its distinctive strengths and specialisms
- Develop a strategic and operational plan for Arthur Conan Doyle Collection at an international level
- Develop the Portsmouth 'great waterfront city' brand to facilitate a unified and strong marketing message as a national, European and global destination improving the perception of the city
- Transform the D-Day Museum into a significant attraction and an inspiring living memorial relevant to the 21st century

5. To create a high quality urban environment to regenerate our city and spaces, encouraging sustainable development and economic and social regeneration

Service priorities:

- To achieve excellent design quality incorporating sustainable design and construction and renewable energy technologies
- Ensure a positive planning framework is in place to direct and enable growth with a review of the Local plan to 2034
- Create quality places where people want to be through protecting and enhancing the city's open spaces, natural environment and heritage
- Work with the Coastal partnership and the Environment agency to deliver flood defences
- Maximise the potential of the seafront through introducing new uses to the area, enhancing the cultural heritage whilst maintaining its open character
- To successfully deliver physical regeneration through corporate projects such as Tipner & Horsea Island, The Hard Interchange
- Identify the infrastructure needed to support the growth of the city and work in partnership to identify how the infrastructure will be funded and delivered
- Adopt a contaminated land strategy

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

Service priorities

- The enforcement process to move from a reactive to a proactive service
- Begin work to implement the new grounds maintenance contract in 2017
- Continue to identify and secure external funding sources and sustainable funding options linked to our priorities and vision
- Effectively manage and provide VFM in our contracts and SLAs
- Promote social enterprises combining social benefits and equality with the innovation and creativity of social entrepreneurs
- Deliver long-term sustainability for the delivery of front line services that best respond to the needs of local communities
- Create leaner and more flexible structures through service reviews and skills development
- Procurement of a replacement Coroners caseload management system

VFM Priorities:

- Source External funding national & European
- Consultation & Evaluation
- Quality accreditation
- Digital access and channel shift
- Alternative delivery models
- Financial impact revenue clients
- Developing community centres, libraries to act as 'active service points', becoming the focal points for community and third sector partnerships.

Key Risks

Greater than expected deterioration in buildings and failure to adequately maintain assets	Further financial cuts to deliver services effectively and significant budget variation	Funding and delivery of coastal flood defences
Risk that a significant event/chain of events occurs that disables a part of the city	Market conditions negatively affect progression of key regeneration schemes	Lack of adoption of the necessary long term strategic plans leading to inadequate delivery of city regeneration strategy

Key Performance Indicators

A set of performance indicators have been identified and future targets set against a baseline:

Improve digital access. increase in virtual visits by 5% annually from 2014 to 2017	Museums to attract 300,000 visitors to all sites in 2016	Increase by 5% total visits to the city 2019
60,000 Visits	**300,000** Visitors	**9.7 million**
An 8% increase in the total number of overnight stays by 2019	**Maintain Customer satisfaction with registrars service**	**For Portsmouth to maintain a 5 year housing land supply**
784,000	**98%**	**5 year**

For Portsmouth to meet national targets of planning application turnaround times of 80% householder, 60% majors and 65% other		
65%	**60%** major	**80%** other

Appendix 3

List of services within Culture & City Development

The group we manage is as follows:

- Museums
- Libraries and Archives
- Parks and Open Spaces (strategy and budget)
- Seafront
- Portsdown Hill and Hilsea Lines Rangers
- Visitor Economy
- Community Centres
- Leisure Facilities/Contracts
- Events
- Revenue Clients (King's, NTR etc.)
- Business Support
- Economic Growth including retail centres and markets
- Planning Policy
- Planning Development Management
- Building Control
- Contaminated Land
- Registrars
- Licensing
- Cemeteries
- Major Projects/City Deal
- Interaction
- Twinning

We serve a range of Members:

- Leader
- Culture, Leisure and Sport
- PRED
- Licensing Committee
- Resources
- Environment
- Governance and Audit

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Portsmouth
CITY COUNCIL

Title of meeting:	Culture, Leisure and Sport Decision Meeting
Date of meeting:	7 October 2016
Subject:	Landing Craft (Tank), LCT 7074
Report by:	Director of Culture and City Development
Wards affected:	All
Key decision:	No
Full Council decision:	No

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1. Purpose of report

1.1 To present the case for retaining Landing Craft (Tank) 7074 in Portsmouth and displaying her in the vicinity of the D-Day Museum.

2. Recommendations

2.1 That the council work in partnership with the National Museum of the Royal Navy in order to retain LCT 7074 in the city and display her in the vicinity of the D-Day Museum.

3. Background

3.1 LCT 7074 is the last Second World War Landing Craft in the United Kingdom, and one of the last in the world. More than 800 LCTs took part in the D-Day Landings on 6th June 1944, each capable of carrying ten tanks. As far as can be established, 7074 is the last of the LCTs known to have actually participated in D-Day.

3.2 Funding from the National Heritage Memorial Fund, awarded in 2014, has enabled the National Museum of the Royal Navy to acquire LCT 7074, re-float and remove her from East Float Dock, Birkenhead to the Portsmouth Naval Base and to undertake some preliminary conservation work.

3.3 From the outset the NMRN, to which the D-Day Museum is affiliated, has expressed an interest in retaining LCT 7074 in Portsmouth and displaying her alongside the D-Day Museum, to coincide with the complete redesign of the Museum, in time for the 75th Anniversary of D-Day in 2019.

3.4 The proposal is to locate LCT 7074 opposite the D-Day Museum on the other side of the road where there is space to accommodate her comfortably. It is envisaged that the project will be delivered in partnership with the council.

3.5 The LCT 7074 project presents a number of challenges - not least of which is how to transport her from the Naval Base to Clarence Esplanade. In addition we need to consider the design for her final location including utilities and security, landscaping and the relocation of the Peace Garden and statue of Montgomery, access, circulation and ticketing arrangements and so on.

3.6 The project team will work up plans and prepare outline costings in the coming weeks to enable an application to be submitted to the Heritage Lottery Fund (HLF) later this year.

4. Reasons for recommendations

4.1 LCT 7074 is a uniquely significant object with exceptional D-Day credentials (please see Appendix 1 for further details). In the light of the council's aspirations for the D-Day Museum and the current HLF project - which will see the museum and its wider programmes transformed in time for the 75th Anniversary of D-Day in 2019 - it makes good sense to locate her in the vicinity of the D-Day Museum where she will add considerable value to the Museum offer and enhance the Museum's visibility.

4.2 LCT 7074 will also contribute to the cultural critical mass of this Southsea Seafront location encouraging people to explore the city beyond Gunwharf Quays and the Historic Dockyard and adding another reason to visit the city.

5. Equality impact assessment (EIA)

5.1 A preliminary EIA has been completed.

6. Legal comments

6.1 If the proposed bid is successful it is anticipated that the Council will need to enter into appropriate written agreements for the delivery of the project with National Museum of the Royal Navy and the Heritage Lottery Fund.

6.2 In preparing the proposed plan and costings, the Project Team will need to identify any requirements for formal permissions and/or consents for the display and for the relocation of existing features such as the Peace Garden and the statue of Montgomery.

7. Director of Finance comments

7.1 The work to prepare the plans and costings for the HLF bid will be funded from existing budget resources.

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

Appendices:

- Appendix 1 - LCT 7074 to D-Day and the 1944 Normandy campaign
- Appendix 2 - Preliminary EIA

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

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

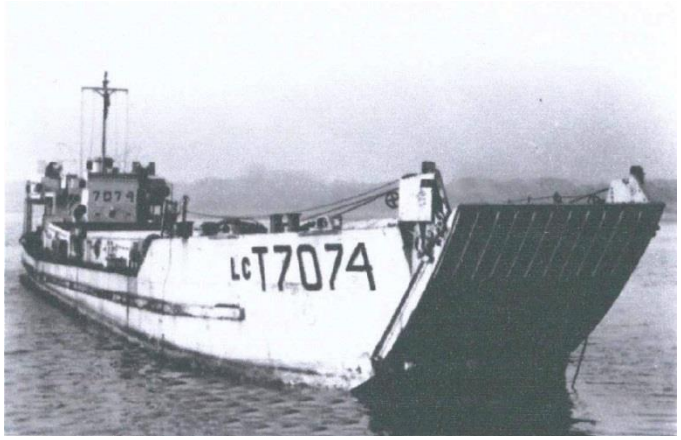
Title of document	Location

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by Cabinet Member for Culture, Leisure and Sport on 7 October 2016.

……
Signed by:
Cabinet Member for Culture, Leisure and Sport

Appendix 1

The significance of LCT 7074 to D-Day and the 1944 Normandy campaign
Andrew Whitmarsh, D-Day Museum Development Officer



Archive photograph of LCT 7074

The vital role of landing craft

Landing craft and their crews are often overlooked in the popular memory of D-Day. They are considered only as the delivery mechanism for the troops that they carried, rather than as an integral part of the operation. They did not possess the sleek lines of more traditional warships, were sometimes viewed as a 'second rate' part of the navy, and were often crewed by men with no previous sea-going experience. Their crews received only relatively brief training, yet were given considerable responsibility for their craft and passengers at what was usually a young age.

Landing craft were designed for the special circumstances of an opposed amphibious landing, in which troops have to be landed onto beaches rather than at a port or quayside. They possessed a shallow draft so that they could get close to the water's edge and land troops in only shallow water, and a ramp that enabled the troops to exit the craft rapidly and go into action the moment they did so. While landing craft did play a significant role in other operations in WW2, for example in the Mediterranean and Pacific, D-Day can be seen as their most important moment.

Landing craft had their origins in the First World War, but most of those used in WW2 originated from late 1930s British and US designs which were developed as the war progressed. The Landing Craft, Tank (LCT) Mk.1 was built in 1940, and was developed in 1941 to create the LCT Mk.3, of which 235 were built. LCT 7074 is a Mk.3*, the star indicating that it was part of a group of craft built slightly later (1943-44) to modified plans. Despite variations in design, all types of LCTs fulfilled the same role. The design struck a balance between carrying a reasonable number of combat vehicles in one landing craft, yet without putting too many vehicles in a single craft which could potentially all be lost to a single enemy attack. On D-Day the Allies used 768 LCTs (444 at the Anglo-Canadian beaches and 324 in the American landings) representing just under 20% of the total number of landing ships and craft used in the operation. This indicates the importance of LCTs to the landings. British-crewed

LCTs like LCT 7074 operated at all five Allied beaches on and after D-Day, not just at the Anglo-Canadian beaches.

Nearly 100 Royal Navy LCT crewmen were killed during the Normandy landings (June-August 1944), equivalent to the complete crews of around 8½ craft (the figure for US LCT crew deaths has not been researched). On D-Day itself there were deaths amongst the crews of around 18 Royal Navy LCTs, illustrating that the LCTs were very much involved in the assault landing, not just ferrying troops across the Channel. Nearly half the Allies' LCTs were put out of action by the gale some two weeks after D-Day. Though many could be repaired, this increased the strain on the remainder.

LCT 7074's role on and after D-Day

On D-Day, LCT 7074 was carrying ten Sherman tanks of the British 7th Armoured Division, bound for Gold Beach. This division was not one of those tasked with the initial landings, but began going ashore on the day after D-Day. Just under a week later, the division was controversially repulsed by numerically inferior German forces while trying to break through a gap in the enemy lines – an action that if successful, might have forced the Germans back along a wide frontage.

Landing craft continued to be essential after German resistance in the immediate area of the Normandy beaches had ceased. D-Day was not an end in itself, but the beginning of a long campaign. The Allies' first objective was to gain a sufficient foothold so that the Germans could not push them back into the sea. This involved what has been called the 'battle of build-up', in which the Allied had to bring troops and supplies to Normandy by sea, faster than the Germans could bring them by land (hampered as they were by Allied attacks to the road and rail network of France). On the days after D-Day, some 50% of the ships and larger landing craft arriving off the Normandy coast were LCTs. LCT 7074 carried troops across the Channel 32 times during the Normandy campaign. When one considers loading and unloading times, this indicates that the craft and its crew had little time to rest!

The uniqueness of LCT 7074: other surviving vessels connected with D-Day

A small number of ships and small craft that took part in the Normandy Landings still survive in the UK. Most notable are the cruiser HMS Belfast (operated by IWM), and MTB 102 and MGB 81 (two small craft operated by Portsmouth Naval Base Property Trust). See http://www.dday.center/d-day-at-home-historic-ships.html for a fuller list.

A few dozen WW2 landing craft of other types also survive, either restored in museums, in use as working craft or houseboats, or in poor state of repair. The history of the smaller craft is often not known. Around 14 of the much larger LSTs (Landing Ship, Tanks) survive as heritage vessels or in working use. For example, three "Landing Ship, Tank" vessels (LST 325, 393 and LST 510), which took part in the Normandy Landings still exist in the USA. Other surviving D-Day veteran ships include battleship USS Texas and Liberty Ship SS Jeremiah O'Brien (both preserved

in the USA). Yet none of these are landing craft of the types that carried troops ashore in the first hours of D-Day, as did so many LCTs.

Very few of the surviving craft with a known link to D-Day are landing craft that the public can actually go on board and explore. LCT 7074 is apparently the only LCT from the Normandy campaign that survives anywhere in the world. The fact that LCT 7074's D-Day period superstructure is apparently virtually intact despite various post-1944 uses (emergency repairs ship, club house, nightclub) makes her even more significant as an artefact that can be interpreted to tell the story of D-Day.

Two other Second World War LCTs are known to survive:

- LCT 203, a Mk.V LCT built 1942 in USA and now named *Outer Island*, operates on Lake Superior, USA, working as a dredge and construction barge (meaning that its superstructure has been heavily modified). Took part in the Allied landings in the South of France, August 1944. http://ww2lct.org/mk5/201_250/lct203.htm
- LCT(R) 147, a Mk.II LCT built in 1941 in UK, converted to a rocket-firing LCT(R) in Portsmouth Dockyard 1943, and operated in the Mediterranean in WW2. It was used for clandestine immigration to Israel 1946-1948, then operated by the Israeli navy. It is now at a museum in Haifa, Israel. http://www.hnsa.org/hnsa-ships/ins-af-al-pi-chen/

Contextual information held by the D-Day Museum

The D-Day Museum holds considerable material about landing craft and their crews, including:

- The archive of the LST and Landing Craft Association, which includes the memoirs of some 500 landing craft veterans as well as photographs and other material.
- Twelve union jack and white ensign flags flown on landing craft and barges on D-Day, as well as other artefacts that belonged to landing craft crewmen.
- Through a Heritage Lottery Fund grant we commissioned Legasee Educational Trust to conduct video interviews with four landing craft veterans in 2015. The questions they were asked (e.g. about equipment and life on board) were formulated in consultation with Nick Hewitt of NMRN, with a view to the interviews being potentially useful for the future interpretation of LCT 7074.
    - Paul De La Motte Harrison, officer on LCT 7069, the same type of LCT as 7074 (the two craft were built next to each other, and he went on board her many times): http://www.legasee.org.uk/operation-overlord/the-archive/paul-harrison/
    - Vic Bignall, crewman on LCT 2453: http://www.legasee.org.uk/operation-overlord/the-archive/vic-bignall/
    - Mick Jennings, crewman on LCT 795: http://www.legasee.org.uk/operation-overlord/the-archive/mick-jennings/
    - Ron Smith, crewman on LCT 947: http://www.legasee.org.uk/operation-overlord/the-archive/ron-smith/

- A number of landing craft veterans (including former LCT crewmen) were interviewed by the Normandy Veterans Association as part of their 2013-2014 video interviewing project. We now hold this archive as well.

There are also a number of local sites that have connections with landing craft, including LCTs:

- Landing craft were modified and repaired in Portsmouth Dockyard. For example, LCTs were converted into rocket-firing LCT(R) craft there. Some LCTs underwent repairs in the Dockyard due to damage suffered when landing troops in Normandy.
- For several days before D-Day, and for weeks afterwards, landing craft embarked troops at several locations in and around Portsmouth. The main local sites where LCTs would have embarked troops were on the Gosport side of Portsmouth Harbour: at Hardway, Beach Street (near where the Portsmouth-Gosport ferry arrives) and Stokes Bay.
- Once loaded with troops, dozens of LCTs and other landing craft waited in the Solent before D-Day, until given the orders to set sail for Normandy.

Other resources

- Archive film of British troops loading onto LCTs at Gosport and departing for Normandy: http://www.iwm.org.uk/collections/item/object/1060019401
- Archive film of British troops landing on Hayling Island from LCTs and smaller landing craft in training (Exercise Fabius, shortly before D-Day): http://www.iwm.org.uk/collections/item/object/1060042565
- Archive film of US troops loading onto an LCT: https://www.youtube.com/watch?v=gewiAUjVDmY

Portsmouth CITY COUNCIL

Equality Impact Assessment

Preliminary assessment form v5 / 2013

www.portsmouth.gov.uk

The preliminary impact assessment is a quick and easy screening process. It should:

- identify those policies, projects, services, functions or strategies which require a full EIA by looking at:
  - negative, positive or no impact on any of the equality groups
  - opportunity to promote equality for the equality groups
  - data / feedback
- prioritise if and when a full EIA should be completed
- justify reasons for why a full EIA is not going to be completed

Directorate: Culture and City Development

Function e.g. HR, IS, carers: Museums & Visitor Services

Title of policy, service, function, project or strategy (new or old) :

Landing Craft Tank project in partnership with NMRN

Type of policy, service, function, project or strategy:

- ☐ Existing
- ★ New / proposed
- ☐ Changed

Q1 - What is the aim of your policy, service, function, project or strategy?

Conservation of and access to this iconic and significant vessel and her display in the vicinity of the D-Day Museum.

Q2 - Who is this policy, service, function, project or strategy going to benefit or have a detrimental effect on and how?

The project will benefit visitors to the D-Day Museum.

The Museums Service has a commitment to access for all and the museum service being representative of / reflecting the city's communities etc (ie who visits, content of collections).

LCT7074 is a significant and authentic D-Day 'object' which will enhance the Museum's offer.

Q3 - Thinking about each group below, does, or could the policy, service, function, project or strategy have a negative impact on members of the equality groups below?

Group	Negative	Positive / no impact	Unclear
Age		★	
Disability		★	
Race		★	
Gender		★	
Transgender		★	
Sexual orientation		★	
Religion or belief		★	
Pregnancy and maternity		★	
Other excluded groups		★	

If the answer is "negative" or "unclear" consider doing a full EIA

Q4 - Does, or could the policy, service, function, project or strategy help to promote equality for members of the equality groups?

Group	Yes	No	Unclear
Age	☐	☐	★
Disability	☐	☐	★
Race	☐	☐	★
Gender	☐	☐	★
Transgender	☐	☐	★
Sexual orientation	☐	☐	★
Religion or belief	☐	☐	★
Pregnancy or maternity	☐	☐	★
Other excluded groups	☐	☐	★

If the answer is "no" or "unclear" consider doing a full EIA

Q5 - Do you have any feedback data from the equality groups that influences, affects or shapes this policy, service, function, project or strategy?

Group	Yes	No	Unclear
Age	☐	★	☐
Disability	☐	★	☐
Race	☐	★	☐
Gender	☐	★	☐
Transgender	☐	★	☐
Sexual orientation	☐	★	☐
Religion or belief	☐	★	☐

Pregnancy and maternity	☐	★	☐
Other excluded groups	☐	★	☐

If the answer is "no" or "unclear" consider doing a full EIA

Q6 - Using the assessments in questions 3, 4 and 5 should a full assessment be carried out on this policy, service, function or strategy?

☐ yes ★ No

Q7 - How have you come to this decision?

At this point seeking permission to develop the project in partnership with the NMRN with a view to submitting an application to the Heritage Lottery Fund to secure development funding.

As part of the development phase we would undertake the necessary consultation with user groups, including people with disabilities and complete a full EIA.

If you have to complete a full EIA please contact the Equalities and diversity team if you require help Tel: 023 9283 4789 or email:equalities@portsmouthcc.gov.uk

Q8 - Who was involved in the EIA?

Jane Mee

This EIA has been approved by: Stephen Baily

Contact number: 02392834399

Date: 28/09/2016

Please email a copy of your completed EIA to the Equality and diversity team. We will contact you with any comments or queries about your preliminary EIA.

Telephone: 023 9283 4789

Email: equalities@portsmouthcc.gov.uk

Portsmouth CITY COUNCIL

Title of meeting:	Culture Leisure and Sport Decision Meeting
Date of meeting:	7 October 2016
Subject:	Interaction Project
Report by:	Director of Culture and City Development
Wards affected:	All
Key decision:	No
Full Council decision:	No

1. Purpose of report

1.1 To update the Cabinet Member for Culture, Leisure and Sport on the transfer of the Interaction service.

2. Recommendations

2.1 That the transfer proposal for the Interaction Service to be included within the Leisure Facilities Management contract be formally approved.

3. Background

3.1 The funding for Interaction has been reduced year on year since 2012 when Adult Social Care changed its priorities from supported activities in the community to one -to-one interventions. The budget was reduced from £74,200 in 2012/13 to £39,300 in 2013/14, £33,230 in 2015/15 and £25,110 in 2015/16. Interaction has been subsidised from other community budgets but this is no longer sustainable.

3.2 Officers had been charged with exploring alternative delivery models and these were presented to the Cabinet Member for Culture, Leisure and Sport in March 2014. Officers were then tasked to commission a Review of the project and to explore further alternatives.

3.3 The Review was carried out by Public Health and completed and reported in February 2015. It recommended the integration of Interaction into the Wellbeing lifestyle programme but this was rejected by the Cabinet Member for Culture, Leisure and Sport who wished to further pursue additional funding to sustain the project in its current form. However, no additional funding being forthcoming, permission was given in November 2015 to put Interaction out to tender.

3.4 A market testing exercise was carried out with nine appropriate local organisations being invited to make an expression of interest. Three responded and the project was put out to tender on Intend. Only one organisation bid for the contract and their submission was scored by a panel of three, including an Interaction service user representative. Following an interview and further discussion with this organisation, it was mutually agreed that the contract not be awarded.

3.5 The Interaction Service has now been included within the Leisure Facilities Management contract which went out to tender on 4 April 2016. There were originally 9 interested parties but this reduced to three formal bids at stage 1 ITT for the contract. The bids have been evaluated and all three will go to the next part of the bidding process Stage 2 ITT. The projected transfer date is 1 February 2017. All three bidders are happy to include the service.

3.6 The proposed contract includes provision for the transfer of the current member of Interaction staff, under TUPE, retaining her current salary and terms and conditions. It also includes the requirement to sustain the current programme for at least six months, during which the service is to be reviewed with the aim of inclusion into mainstream activities in line with the Sport England Active Nation Strategy.

3.7 Once the preferred bidder has been chosen, more specific negotiations will take place on how participants with mental health issues will be encouraged and supported.

3.8 The current years running costs of the Interaction Service will be included within the contract sum.

4. Reasons for recommendations

4.1 Interaction is a unique service in the city which, as well as providing supported access to physical activities for adults with severe and ongoing mental health problems, creates the opportunity for mutual support. Interaction also promotes social inclusion and all activities take place within community venues across the city.

4.2 The service is valued by mental health service professionals, by whom the majority of participants are referred - the service currently works with approximately 100 individuals

5. Equality impact assessment (EIA)

5.1 An EIA is not required as the service will be sustained within the new contract, with no detriment to service users.

6. Legal comments

6.1 Management of the anticipated TUPE transfer in accordance with the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended) will be undertaken as part of the ongoing procurement process for the Leisure Facilities Management contract.

7. Director of Finance comments

7.1 The current annual running cost of the service is £37,200.

7.2 There will be no costs associated with the actual transfer.

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

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:

Title of document	Location
Interaction user and usage data	CCD office
Public Health Review	CCD office
Tender Service Specification	Procurement

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by Cabinet Member for Culture, Leisure and Sport on 7 October 2016.

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Signed by:
Cabinet Member for Culture, Leisure and Sport

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THIS ITEM IS FOR INFORMATION ONLY

Portsmouth CITY COUNCIL

Title of meeting:	Culture Leisure and Sport Decision Meeting
Subject:	The Big Friendly Read: The 2016 Summer Reading Challenge.
Date of meeting:	7 October 2016
Report by:	Director of Culture and City Development
Wards affected:	All

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1. Requested by

Cabinet Member for Culture Leisure and Sport

2. Purpose

2.1 To inform the Cabinet Member on this year's Summer Reading Challenge, delivered by the Library and Archive Service and to give provisional participation figures.

3. Information Requested

3.1 The Summer Reading Challenge is an annual campaign run by The Reading Agency and delivered in most of the public library authorities in the UK. Last year 800,000 children nationally took part. The aim is to encourage primary school age children to read more and to combat the "summer reading dip" in literacy that can occur when children are not at school over the school holidays. It introduces families to their library, encourages children to choose books freely and independently and is endorsed by parents, teachers and the Department for Education. Research shows that children who take part return to school more enthusiastic and confident about reading and that children who use libraries are twice as likely to be above average readers and to read more in their spare time.

3.2 In order to complete the Challenge, children need to read six books over the summer holiday and are encouraged to keep up their reading through incentives and rewards. Each year, the Challenge has a special theme. For 2016 it has been "The Big Friendly Read" and has been linked to the centenary celebrations of Roald Dahl's birth. It is also supported by a dedicated website www.bigfriendlyread.org.uk which includes games and competitions and also functions as a reader development tool, where children can get recommendations for books to read when they answer some simple questions. In addition, branch libraries have delivered a series of weekly free activities to support the Challenge throughout the holidays.

3.3 Library staff visited most of the primary schools in the city towards the end of the summer term in order to promote the Challenge, which was launched on Saturday 16 July. Details were also published in Flagship and the Children's Services Bulletin, with regular updates posted on our social media channels. The Roald Dahl theme has proven especially engaging with children this year and a total of 2, 747 children signed up for the Challenge with 1, 414 going on to complete over a period of eight weeks. The final totals reflect an annual trend, with the number of children who go on to complete the Challenge being roughly half of those that register. From the launch date to Friday 10 September, nearly 50, 000 children's items were issued from our libraries.

3.4 Library staff were once again supported by a large number of volunteers aged twelve to nineteen years. This volunteering by young people is well established and now in its fourth year, with many of the young people taking part having volunteered in previous years. They help staff run the Challenge by talking to children about the books they have been reading, help children to choose new books, help with other children's holiday activities and help to create displays in libraries. This can give the young people valuable work experience, a reference for employment, the opportunity to develop confidence, social skills, employment opportunities and literacy skills, the opportunity to make a positive contribution to their community and a chance to make new friends.

3.5 Children who completed the Challenge were invited to attend the annual winners' event on Sunday 11 September that once again took place at Southsea Castle. This year, nearly 4000 children and their families attended the venue to collect their certificates and medals. This ongoing partnership with Museum and Visitor Services enables us to provide an exciting venue and promotes the Castle as an attraction in its own right to families from all over the city. At the event, additional activities are offered, such as a treasure hunt and quiz, encouraging families to explore the Castle. A storyteller was also on site, delivering four sessions throughout the day and the Mobile Library also attended, raising awareness of this service to the city's residents. It also gives the library service a valuable opportunity to gather feedback relating to the Challenge from the children and their parents/carers (Appendix 1).

3.6 The Challenge is a highly inclusive activity that is provided free of charge to all families in the city. Resources that accompany the Challenge are purchased from the Library and Archive Service budget, within cash limits. Equalities data is collected every year and a breakdown of registrations and completers by school is also made available to Head Teachers.

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Signed by:
Stephen Baily
Director of Culture and City Development

Appendices:

- Appendix 1 - Feedback

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

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

Title of document	Location

Portsmouth CITY COUNCIL

Summer Reading Challenge 2016

Appendix 1 - Feedback

Some feedback from parents/carers:

- 'It's a great way to get children into reading'
- 'Really enjoyed it. Helps keep my boys reading through the summer'.
- 'Had one child do it for her third year'.
- 'My daughters look forward to the Reading Challenge and winners' event every year.'
- 'It helped my daughter keep her reading level up during the summer holidays'.
- 'Helped to broaden her reading as she normally just reads factual books'.
- 'The volunteer helpers are great role models for the children'.

Some feedback from the children:

- Freya, aged 7: 'I felt really proud when I got the medal and certificate'.
- Volunteer, aged 12: 'It was nice to help out and to see the kids get so excited when they got their certificates and medals! Great day! I will come again and help next year!'
- Annabelle, aged 5: 'It was so fun, I LOVED IT!'

THIS ITEM IS FOR INFORMATION ONLY

Portsmouth CITY COUNCIL

Title of meeting:	Culture Leisure and Sport Decision Meeting
Subject:	Library Learning Offers
Date of meeting:	7 October 2016
Report by:	Director of Culture and City Development
Wards affected:	All

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1. Requested by

Cabinet Member for Culture Leisure and Sport

2. Purpose

2.1 To inform the Cabinet Member of the wide range of informal learning opportunities currently coordinated by the Library and Archive Service's Access and Learning Librarian.

3. Information Requested

3.1 The Society of Chief Librarians, The Arts Council and The Reading Agency have developed a number of Universal Offers, covering five key areas which their customers and stakeholders see as essential to a twenty-first century library service. These are Reading, Digital, Information, Health and Learning Offers.

3.2 The Learning Offer in public libraries has been developed so that children, young people and families will be able to build their confidence and skill with their creativity, coding and digital skills. Often the learning outcomes overlap with other Universal Offers.

3.3 During 2015/16, more than 1000 people have benefitted from over 7000 hours of tuition or support. The overwhelming majority of this is provided free of charge to residents.

3.4 Portsmouth Libraries have had a long term partnership with Highbury College, who provide tutors to deliver a wide variety of creative craft courses. The College views this outreach and informal learning provision as highly important in promoting their activities to the widest possible audience across the city (Case Study 1). Courses are provided free of charge and have covered such subjects as vintage crafts;

making fabric flowers; smocking; decoupage; origami and decorating cupcakes (Case Study 2). In the period April 2015 to March 2016, fifty-six residents have taken part. In addition to these craft activities, a number of more informal regular groups meet in our libraries, including a crochet group at Paulsgrove and knitting groups in Beddow and Central Libraries.

3.5 Highbury College also provide a regular programme of activities that help bridge the digital divide by promoting and supporting the use of ICT. Courses provided include basic and intermediate sessions in computing. Courses in digital photography have also been popular with library users. In 2015/16, 219 learners have benefitted from this tuition (Case Study 3).

3.6 In addition to courses run by Highbury College tutors, there are a number of library volunteers who support our digital inclusion agendas. Often, these volunteers are retired tutors or ICT professionals, keen to pass on their skills and enthusiasm to those people new to computing. The volunteers supplement the Highbury courses by providing basic and intermediate training to residents and also one-to-one sessions, for example with people who have recently purchased tablets or other hand-held devices. 173 people took up volunteer-led ICT training in 2015/16. Library staff and volunteers have also provided occasional training to help customers use our online library services such as eBooks, eAudio and Freegal.

3.7 Portsmouth Libraries received £5000 from the Tinder Foundation's "Libraries Digital Inclusion Fund" in September 2015. By the end of March 2016, 147 adults with disabilities were introduced to some basic ICT modules provided on the "Learn My Way" online platform, including "Staying healthy with NHS Choices" and "GP services online". This learning complemented our well-established work with vision impaired residents. This external funding will be used to purchase some accessible ICT equipment so libraries can better support adults with disabilities.

3.8 Code Clubs were introduced at Southsea Library in September 2015 and are led by one of our long-serving ICT volunteer tutors. These are part of a nationwide network of free computer coding clubs for children aged nine-eleven. The volunteers teach children how to program by showing them how to make computer games, animations and websites. Coding was introduced to the national curriculum in September 2014 and libraries are well placed to support those children who do not have access to computers at home. Teaching programming skills to children is seen as a long-term solution to the skills gap between the number of technology jobs and the people qualified to fill them. To date three Code Club courses have been delivered from Southsea Library: an initial run of twelve weeks for beginners attended by ten children, followed by two sixteen-week week courses for more intermediate learners that were attended by fourteen children.

3.9 Portsmouth Libraries also provide valuable support to job seekers. Professionals from the National Careers Service (NCS) have offered weekly drop-in sessions at Central; North End, Southsea and Beddow libraries where members of the public can receive free impartial advice on any aspect of career choice, change and job

search. They can help people match skills and ideas to a career or help with practical tools such as CVs, application forms and interview skills. North End library also hosts a weekly job club on Tuesday afternoons, which is supported by volunteers who help customers search for jobs online and help with CV writing. Well over 400 people have attended the job club sessions during 2015/16.

3.10 The Festival of Learning, previously known as Adult Learners' Week, is an expanded national celebration of lifelong learning, with learning events taking place during May and June each year. This year, Southsea Library hosted a number of events, including a chocolate-making workshop; healthy lifestyle sessions and holiday Spanish and German language sessions. Central Library also ran a smoking cessation group and there were stress awareness workshops at Cosham and Paulsgrove libraries.

3.11 In addition to free courses, Southsea Library offers regular paid-for Ukulele tuition and Central Library offers regular programmes of Yoga instruction. Over 160 people have taken part in these sessions in the past year.

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Signed by:
Stephen Baily
Director of Culture and City Development

Appendices:

- Appendix 1 - Case Studies

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

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

Title of document	Location

Appendix 1 - Case Studies

Case Studies 1

Claire Attika (Company Secretary Foundation Learning, Highbury College) said, 'Highbury have a successful working partnership with Portsmouth Libraries which has gone from strength to strength over the last 3 years. The communication between the Access and Learning Librarian, formally the Digital Inclusion Librarian and Highbury has been second to none, which has ensured classes have been well advertised and filled with people wanting to learn more. We offer various beginners and intermediate programmes to people who may not feel comfortable/able to be in a college environment and prefer the relaxed surroundings of the libraries. We started with basic IT and camera courses and these have been hugely popular with the people of Portsmouth; this has led to us developing further, next level programmes, all of which are delivered with fun and enjoyment being high on the list! Great feedback has been received, mainly about the tutors and the locations we deliver at and we strongly believe that the programmes being delivered within the libraries help to enhance the lives of the Portsmouth residents.'

Julia Smee, a tutor at Highbury College said, 'what I love about teaching in the library is the lovely cross-section of students. Some have lots of experience and some have none, which is a constant challenge to me. At the end of each course I love to see the vast variety of work the students have produced from the same class, and just how happy they are to have achieved so much.'

Case Study 2

Patricia, an attendee at a craft course said, 'I have attended Arts & Craft courses at several libraries with Julia (Highbury College Tutor) and have always enjoyed and learned different techniques in a very happy environment where I have been inspired and encouraged. I have enjoyed a variety of craft projects; decoupage, patchwork, painting on terracotta pots, weaving with ribbons to make a cushion cover etc. Julia is always full of ideas and very patient when teaching different skills and techniques. Having retired due to ill health, I needed something to stop me falling into a "trough of despair". This has been fabulous and I can't imagine what I would have been like without them.'

Case Studies 3

Liliya has attended a number of ICT courses: 'I have completed Water Photography and it was absolutely amazing, I have learnt so much about my camera and every setting, and I am continuing with the Flash Photography, Intermediate Photography and Get-Off Auto Photography courses as I enjoyed it so much. I am also doing the Microsoft Office course because I have a basic knowledge of the software, but have never done Excel but have learnt so much more, it has helped me develop my knowledge and can enhance my future. I am now taking the craft courses (crazy patchwork) and am very excited about it; I have improved my vocabulary as English isn't my first language and learnt new crafts also, even though I'm a dressmaker by trade, libraries are definitely helping and expanding my

knowledge, socialising and meeting new friends, learning from others, and all of the tutors are amazing, all free of charge too….absolutely brilliant….Thank you!'

Brenda attended a complete beginners 10 week course and a 7 week follow up course at Southsea Library and the Microsoft Office course at Central Library with Highbury College 'I have a laptop at home but couldn't really use it, but after attending Claire's course at the library I have put emails into folders, I can look up any information needed and can even find out what hotels are like when going on holiday, I can find anything out now so I am really grateful to Claire and the library service and would love to progress even more so I am now doing the continuation of the Microsoft Office course.'

Christine has attended many library courses over the last year, including Microsoft Office, Photography, Photoshop and craft courses. She said, 'as a child a visit to the library with my Dad was a weekly event. It was all about books and being quiet. Now a library for me it is still books but now so much more. Since moving to Portsmouth 2 years ago, I have done several courses in several libraries, photography, IT courses, crafts…I love it! New to the area it has expanded my friendship circle and introduced me to more skills. It has been wonderful to have this facility on my doorstep and it has helped to keep me sane when I was new to the area and knew no-one.'

David attended a 'complete beginners' ten week ICT course and a seven week follow up course at Southsea Library. He said, 'before I started the computer course all I knew was to switch it on! Through attending Claire's course in the library, I now know how to email, do internet searching; now I can keep in touch with family and friends regularly. I can look up anything I want to know on Google and this has made a big difference to my life and opened up a whole new world. Claire's extremely patient and knowledgeable and has a great method of teaching with a sense of humour. I have thoroughly enjoyed everything I have learned by attending the courses.'

Angela, who also attended these courses said, 'the only thing I knew was how to switch on the computer. The courses have opened up a whole new world to me and I can now keep in touch with all of my family and friends using Facebook and even email. Only Claire (the tutor) has enough patience to teach me and I am so grateful to her and the library. Libraries have so much to offer.'

Polly has completed two ICT courses and has just signed up for the advanced Microsoft office course for a further six weeks. She said, 'I knew how to send and receive emails, but I didn't really know anything else. Now I can sort my emails into folders, attach pictures to emails, I can use Facebook to see how my grandchildren and great grandchildren are getting on in New Zealand and keep in touch, which I found extremely difficult before. I can now see pictures of them and keep up to date with what they are doing, which is wonderful as I really miss them. I can find out any information I need to know or am interested in, I look on Amazon and Google. I have found the course very interesting and Claire has been amazing and very patient. I have been through a very difficult time recently and attending Claire's course has helped me immensely. Claire is on our wavelength, taking things slowly, no one else has been able to teach me.'

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