



# NOTICE OF MEETING

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**CABINET MEMBER - THE LEADER (CULTURE, LEISURE AND ECONOMIC DEVELOPMENT PORTFOLIO)**

**FRIDAY, 17 NOVEMBER 2023 AT 10.00 AM**

**COUNCIL CHAMBER - THE GUILDHALL, PORTSMOUTH**

Telephone enquiries to Lisa Gallacher, Local Democracy Officer - Tel: 023 9283 4056  
Email: [lisa.gallacher@portsmouthcc.gov.uk](mailto:lisa.gallacher@portsmouthcc.gov.uk)

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

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## **Membership**

Councillor Steve Pitt (Cabinet Member)

Councillor Russell Simpson  
Councillor John Smith

Councillor Mary Vallely

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

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

## **AGENDA**

- 1 Apologies for absence**
- 2 Declarations of Members' Interests**
- 3 Seafront and Events Fees and Charges 2024-25 (Pages 5 - 16)**

Purpose of report

To seek approval for annual changes to the fees and charges levied for the use of Seafront and Events facilities for the financial year 2024-2025.

**RECOMMENDED**

**That the fees and chages be approved in accordance with the attached schedule (Appendix A).**

**4 Market Strategy** (Pages 17 - 86)

Purpose of report

To set out the aspirations for city markets.

**RECOMMENDED**

**That the new Market Strategy and associated 5-year Action Plan (Oct 23) be adopted to provide focus for current activities.**

**5 Economic Development and Regeneration Strategy Annual review**  
(Pages 87 - 104)

Purpose of report

Annual review of the Regeneration and Economic Development Strategy for 2023.

The Strategy was launched in 2019 pre Covid and at the request of the Leader, officers will revisit the work to provide an updated document reflecting the current challenges facing businesses across the city. This work will be led by the Strategy Unit.

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**6 Library Outreach Team update** (Pages 105 - 228)

Purpose of report

To explain the role of the Library and Archive Service's Learning and Engagement Team and update the Portfolio Holder on how the team's work feeds into the Libraries Connected Universal Offers and the Portsmouth City Council Corporate Plan.

**7 Youth Engagement Project delivered by The D-Day Story** (Pages 229 - 240)

Purpose of report

To provide an update on the Youth Engagement Project, Finding their Voice.

**8 Ready, Set, Read! The 2023 Summer Reading Challenge** (Pages 241 - 246)

Purpose of report

To report on the Library and Archive Service's promotion, delivery, and evaluation of Ready, Set, Read! The Summer Reading Challenge 2023.

**9 Visitor Economy Update** (Pages 247 - 266)

Purpose of report

To update on activity and results related to the Tourism and Visitor Economy Strategy 2023-28 and associated Visit Portsmouth Tourism Marketing Communications Plan 2023-24. The report covers the period March to September 2023.

**10 Bransbury Park Leisure Centre update** (Pages 267 - 270)

Purpose of report

To provide the Cabinet Member with update on the status of the Bransbury Park leisure centre project.

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# Agenda Item 3



**Portsmouth**  
CITY COUNCIL

<b>Title of meeting:</b>	Culture, Leisure and Economic Development Decision Meeting
<b>Date of meeting:</b>	17 November 2023
<b>Subject:</b>	Seafront and Events Fees and Charges 2024-25
<b>Report by:</b>	Director of Culture, Leisure and Regulatory Services
<b>Wards affected:</b>	All
<b>Key decision:</b>	No
<b>Full Council decision:</b>	No

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## **1. Purpose of report**

- 1.1. To seek approval for annual changes to the fees and charges levied for the use of Seafront and Events facilities for the financial year 2024-2025.

## **2. Recommendations**

- 2.1. **That the fees and charges be approved in accordance with the attached schedule (Appendix A).**

## **3. Background**

- 3.1. In line with the Audit Commission recommendations and Financial Rules the fees and charges have been reviewed and market rates applied where appropriate in line with CPI.
- 3.2. Please refer to Appendix A, 'Charges for 2024/25', for the proposed list of charges. As in previous years, the report covers several service areas.
- 3.3. The service manages advertising sites in two formats located at key points across the city, to capture over 208,000 residents, 7,800 businesses, 29,000 students and 11.4 million visitors.
- 3.4. There are 34 A1 poster sites and 7 'Entrance to the City' sites. During the year several of the sites have been repaired and parts replaced. The service regularly checks for any flyposting, stickering and graffiti and makes good, so that the poster sites are clearly displayed.



- 3.5. During the year, the poster sites have been used to support campaigns across areas of public health and sustainable transport, including:
- Team to Care campaign - promote pharmacy, GP and health & care support
  - Beach Buoy - clean swimming advice
  - Building Better Relationships - parenting & mental health
  - HomeStart - family welfare
  - You Are Not Alone - Mental Health hub
  - Anti-idling - car pollution
  - Repair & Ride - cycle maintenance
  - Stomp for Stamps - children's sustainable travel
  - Get Active! - travel Portsmouth
- 3.6. To support cultural engagement, posters have promoted Christmas in Portsmouth, Fairtrade Fortnight, Southsea Food Festival, D Day Story, the Portsmouth Ocean Exhibition (Portsmouth Museums) and the Hotwalls Creative Markets. External bookings have included the We Shine Festival, English Heritage, PortsFest, Victorious and city's local cinemas, theatres and arts and cultural trusts, together with promotions for events in the city.
- 3.7. It is proposed this year that the fees are increased by CPI only for A1 sites and 'Entrance to the City' sites to reflect increased supply costs for parts in the current market. No additional increase will be made on top of CPI, as the Council wishes to support organisations in promoting their offer for the city, at a time when marketing budgets are under pressure.
- 3.8. The service continues to support three key beach hut sites across the seafront at Eastney, St George's Road and Lumps Fort. A programme of maintenance and where possible works to prevent deterioration have continued throughout the year including repairs following vandalism/anti-social behaviour and general weathering.
- 3.9. A programme of winter repairs are currently being planned with an initial tranche of works occurring in the autumn and potentially more for when the weather improves after the winter. Mostly this is work to address areas of weathering however we anticipate we will need to undertake some structural repairs as more significant issues have emerged recently in regards to flooring in some of the huts.
- 3.10. The three weekly beach huts remain very popular although their take up was slightly reduced through the summer we believe due to the poorer weather. Available from Friday to Thursday these continue to be popular with people who have been on the waiting lists for a beach hut for many years and have enabled them to have the opportunity to use a hut for a short period of time. The proposed uplift in charges for the beach huts are in line with a CPI increase only for next year.
- 3.11. The clarity which was introduced to our land hire charges has gone down well with event organisers and we do not seek to make any changes to the classification of



the different categories for the next financial year. The implementation of a reduced hire charge for the set up and de-rig days reflects the need for event organisers to have land available to fully prepare for their events to be safely delivered. We continue to seek additional confirmation for charity events to ensure that donations are made in accordance with the details outlined in the event applications and ensure that any commercial company organising an event to raise money for a charity makes a minimum donation to the charity equivalent to that of the commercial hire rate of the land.

- 3.12 The introduction of the new price differential point for events structured to support between 5,000 - 9,999 attendees has also worked well and has helped us to better plan the use of the land. There are only a small number of events which currently sit in this category and it is an area we are keen to see if we can grow and develop. However we are mindful of the changing land available due to the coastal defence works so appreciate that this growth might not be possible until after the works have occurred immediately to the south of the common which is some years away.
- 3.13 The publication of the charges for the use of the Guildhall Square which were introduced into this report last year has been very helpful. We are seeking to retain the pricing definitions which have worked well and have proposed only to apply an uplift in charges in line with CPI.
- 3.14 The use of the Round Tower for exhibitions by artists remains popular despite the challenges of the space. We continue to take new and return bookings showing there is demand for spaces to exhibit and the structure of the charges is still favourable when compared to other spaces across the area. The reduced price for Hotwalls studio artists is an integral part of our further support for them in their time in the studio spaces and is an incentive for them to use the space and further develop their artistic practice. As with the majority of other charges we are seeking to apply a CPI uplift only to the hire charges for the use of this space.

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

- 4.1. Charges have been reviewed and adjusted, where appropriate, to reflect the rates currently being charged in the market, maximising income but also ensuring value for money and retaining discounted rates where possible to charitable organisations and Leisure Card holders.

#### **5. Integrated impact assessment**

- 5.1. Integrated impact assessment is attached at Appendix B.



**6. Legal implications**

6.1 The Council has power to make the charges referred to in this report. The levels of the charges are not prescribed and can be set in line with market rates and other relevant considerations in the Council's discretion.

**7. Director of Finance's comments**

7.1 These fees and charges have been reviewed and increased in line with inflation. Like most organisations, Portsmouth City Council has experienced significant increases in its cost base e.g. energy, timber, materials & labour costs. As a result our fees and charges also need to rise in order to maintain the current service provision and ensure revenue budgets are sufficiently funded.

.....  
Signed by:  
**Stephen Baily**  
**Director of Culture, Leisure and Regulatory Services**

**Appendices:**

- Appendix A - Seafront and Events Fees & Charges for 2024/2025
- Appendix B - Integrated Impact Assessment

**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 ..... on .....

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

## APPENDIX A - Culture, Leisure and Regulatory Services

Charges for 2024/25 to be operative from 1 April 2024 to show base rate including VAT where applicable

	2023/24	2024/25
<b><u>Beach Huts</u></b>		
Annual Beach Hut Resident	1255.00	1339.00
Annual Beach Hut Non Resident	2246.00	2396.00
Weekly Beach Hut Peak Season (1 April to 30 Sept)	198.00	211.00
Weekly Beach Hut Off Peak Season (1 Oct to 31 March)	116.00	124.00
Leisure Card Weekly Beach Hut Peak Season	119.00	127.00
Leisure Card Weekly Beach Hut Off Peak Season	69.00	74.00
<b><u>Round Tower</u></b>		
Whole Day Hire, 9am - 5pm	206.00	220.00
Half Day Hire (4 hours)	110.00	117.00
Evening Hire, 5pm - 9pm	206.00	220.00
Whole Day, Studio Artist rate	39.00	42.00
<b><u>Site Fees - Local Charity Events</u></b>		
Castle Field /Area around Skate Park - per event day	539.00	575.00
Southsea Common - per event day	720.00	768.00
Castle Field /area around Skate Park - per setup or derig day	216.00	230.00
Southsea Common - per setup or derig day	284.00	303.00
<b><u>Site Fees - Other Charity Events</u></b>		
Castle Field/Area around Skate Park - per event day	904.00	965.00
Southsea Common - per event day	1151.00	1228.00
Castle Field/Area around Skate Park - per setup or derig day	216.00	230.00
Southsea Common - per setup or derig day	284.00	303.00
<b><u>Site Fees - Commercial Events</u></b>		
Seafront - per site, per day up to 4999 capacity	3001.00	3202.00
Seafront - per site, per day up to 5000-9999 capacity	6000.00	6,402.00
Seafront - per site set up or derig day	748.00	798.00
Seafront - per day over 10000 capacity	On application	on application
<b><u>Site Fees - Guildhall Square (last reviewed 2016)</u></b>		
Community, local charity, schools & colleges - whole day	150.00	160.00
Community, local charity, schools & colleges - half day (4 hours)	120.00	128.00
National charity - whole day	300.00	320.00
National charity - half day (4 hours)	200.00	213.00
Commercial organisations - whole day	600.00	640.00
Commercial organisations - half day (4 hours)	450.00	480.00
<b><u>Posters</u></b>		
A1 - per poster, per week (5-9 posters)	9.40	10.00
A1 - per poster, per week (10 plus posters)	7.00	7.50
Entrance to City Boards - per poster, per week	59.00	63.00



<b>Form name</b>	Integrated Impact Assessment
<b>Reference</b>	IA546409883
<b>Date</b>	12/09/2023



## Policy details

<b>Request date</b>	12/09/2023 10:51
<b>Directorate</b>	PCC Culture Leisure and Regulatory Services
<b>Service</b>	Culture & Leisure
<b>Title of policy, service, function</b>	Seafront Fees & Charges 2024/25
<b>Type of policy, service, function</b>	Existing
<b>What is the aim of your policy, service, function, project or strategy?</b>	Annual review & update for seafront fees & charges
<b>Has any consultation been undertaken for this proposal?</b>	no

## Equality & diversity - will it have any positive/negative impacts on the protected characteristics?

<b>This section is not applicable to my policy</b>	<input checked="" type="checkbox"/>
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## Crime - Will it make our city safer?

<b>This section is not applicable to my policy</b>	<input checked="" type="checkbox"/>
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## Housing - will it provide good quality homes?

<b>This section is not applicable to my policy</b>	<input checked="" type="checkbox"/>
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**Health - will this help promote healthy, safe and independent living?**

<b>This section is not applicable to my policy</b>	<input checked="" type="checkbox"/>
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**Income deprivation and poverty - will it consider income deprivation and reduce poverty?**

<b>Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?</b>	Each service/ function has been considered independently & appropriate adjustments made. The discount provided by the Leisure Card continues to apply to many services as does the rate for hire by charities or organisations raising money on behalf of charities.
<b>How are you going to measure/check the impact of your proposal?</b>	Leisure Card statistics are kept & monitored with regard to the use of the card where applicable. The Leisure Card scheme is promoted through Libraries, Housing Hubs, Council website, Revenues & Benefits service and the Council's leisure partner, BH Live.

**Carbon emissions - will it reduce carbon emissions?**

<b>This section is not applicable to my policy</b>	<input checked="" type="checkbox"/>
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**Energy use - will it reduce energy use?**

<b>This section is not applicable to my policy</b>	<input checked="" type="checkbox"/>
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**Climate change mitigation and flooding - will it proactively mitigate against a changing climate and flooding?**

This section is not applicable to my policy	<input checked="" type="checkbox"/>
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**Natural environment - will it ensure public spaces are greener, more sustainable and well-maintained?**

This section is not applicable to my policy	<input checked="" type="checkbox"/>
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**Air quality - will it improve air quality?**

This section is not applicable to my policy	<input checked="" type="checkbox"/>
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**Transport - will it make transport more sustainable and safer for the whole community?**

This section is not applicable to my policy	<input checked="" type="checkbox"/>
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**Waste management - will it increase recycling and reduce the production of waste?**

This section is not applicable to my policy	<input checked="" type="checkbox"/>
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**Culture and heritage - will it promote, protect and enhance our culture and heritage?**

<p><b>Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?</b></p>	<p>The report includes an update on the services offered and a review of the past year, to show the public how the new charges have been arrived at.</p>
<p><b>How are you going to measure/check the impact of your proposal?</b></p>	<p>An annual report will continue to go forward each year to Members.</p>

**Employment and opportunities - will it promote the development of a skilled workforce?**

<p><b>This section is not applicable to my policy</b></p>	<p><input checked="" type="checkbox"/></p>
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**Economy - will it encourage businesses to invest in the city, support sustainable growth and regeneration?**

<p><b>This section is not applicable to my policy</b></p>	<p><input checked="" type="checkbox"/></p>
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**Social value**

<p><b>Please explain how your policy, service, function, project or strategy delivers Social Value</b></p>	<p>The contractors engaged with regard to seafront services are local contractors to the benefit of local businesses.</p>
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**Involvement**

<b>Who was involved in the Integrated impact assessment?</b>	Claire Watkins, Claire Looney
<b>Name of the person completing this form</b>	Claire Watkins
<b>Date of completion</b>	2023-09-12

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# Agenda Item 4

- Official -



**Title of meeting:** Cabinet Member for Culture, Leisure and Economic Development  
**Date of meeting:** 17 November 2023  
**Subject:** Markets and Places  
**Report by:** Ian Maguire - Assistant Director Planning and ED  
**Authored by:** Rebecca Alexander - Places and Markets Manager  
**Wards affected:** All  
**Key decision:** Yes/No  
**Full Council decision:** Yes/No

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## 1. Purpose of report

To set out the aspirations for city markets

## 2. Recommendations

**That the new Market Strategy and associated 5-year Action Plan (Oct 23) be adopted to provide focus for current activities.**

## 3. Background

Current Market provision is well established and has not updated for some years. Markets are delivered by PCC directly in Commercial Road (Thurs, Fri, Sat) and Cosham (Mon). A commissioned market is delivered monthly by Love Southsea in Palmerston Road.

Additional Christmas Markets (Commercial Road & Palmerston) deliver annually and are commissioned separately.

Occasional specialist markets are delivered in Palmerston Road (Hampshire Farmers, France at Home) but it is recognised there are missed opportunity to increase the diversity of these and the regularity.

The purpose of the Strategy is to pull this work together, providing clear structure to a whole city approach, including the delivery of specialist events such as Southsea Food Festival to increase footfall and income generation opportunities.

**4. Reasons for recommendations**

Following intensive support from the High Street Task force, specialist input from Market Consultants recommended by NABMA (National Association of British Market Authority) of which we are a member and a review of best practice, the Market Strategy and Action plan is designed to provide focus for the work of the Markets team, to resolve current loss-making position and provide a vibrant and fit for purpose provision.

**5. Integrated impact assessment**

Completed and attached

**6. Legal implications**

No legal implications until traders licences are reviewed and these will be dealt with at the time, working with the legal team as a new work request

**7. Director of Finance's comments**

Purpose of strategy is to increase financial contribution from markets - previous requirements with financial implications have been approved by Director of Finance separately

.....  
Signed by:

**Appendices:**

- Market Strategy
- Market Action Plan
- Impact Assessment

**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 ..... on .....

.....  
Signed by:

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# Portsmouth Market Strategy 2023 - 2028



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This strategy considers how Portsmouth markets are managed, i.e., a mix of internally run and externally contracted markets around the city. It will consider ways to change and improve them over a short term. From first findings it appears that both the internally run markets need to change to a greater or lesser extent, as without some action, Portsmouth markets will become an increasing financial and reputational burden to the council, rather than the asset that they have the potential to become.

## NATIONAL PERSPECTIVE

Markets have a very long history; they have been the focal point for the centres of British towns and cities for as long as those have been in existence. As such they represent very important public social spaces.

Markets have always provided opportunities for stimulating the local economy and providing a public space for social interaction and education. That function continues to exist today. A well-managed market can act as a hub for social cohesion and a driver of economic growth. It should be complementary to other retail/commercial activity in the area, with all businesses benefitting from the presence and activities of each other.

Markets, like the whole retail sector, have been affected by the downturn in the economy, the massive growth of the Internet and the impact of Covid. There are many challenges to be faced across the whole sector. Markets play a pivotal role in 'High Street' revival. The 'Mary Portas' independent review and subsequent pilots emphasised the considerable value of markets throughout the country.

There are challenges for markets managed by local authorities. These include issues of investment and budgets. There are also some restrictive regulations that need to be reviewed and modified. These include product choice and traditional opening hours, unless these policies change to reflect current customer expectations and behaviour, the opportunities for markets to thrive will diminish. The reasons for the plight of many markets are varied and complex but there are strong economic and social benefits to local authorities continuing to support, maintain and develop them.

A UK survey carried out by the National Association of British Markets' Authorities (NABMA), revealed the following:

- 1,227 retail markets in the UK
- 32,000 market traders operate in markets.
- Market traders employ 1,000 apprentices.
- 55,000 people are employed directly on retail markets.
- Retail market turnover of around £2.5 + billion a year
- £36.6 million invested to improve retail markets in the last few years.
- Local authorities run 65% of all retail markets.
- An estimated 30 billion shopping visits are made to retail markets per year.

Investment has been made in markets across the country e.g., Ely and Stockton outdoor markets and the reinvigorated Trinity indoor market in Hull city centre. Investment has resulted in or been part of wider regeneration of those areas and has boosted trader numbers and visitors. As a result of the economic changes in the last few years, the opportunities for small business development, through market trading, have greatly supported the numbers of

new start up entrepreneurial businesses. Markets provide an incubator-like environment to allow businesses to develop without the necessity for a large up-front cash investment.

There is evidence via NABMA surveys that 42% of customers would be less likely to visit an area if a market was not present, which illustrates that many customers see the presence of markets as a key draw to visiting certain places.

The largest direct impact from market trade is the revenue generated by retailers operating in the vicinity of a market. Customers drawn to the market will frequently also visit the retailers and other businesses in the area.

In many markets the trader is frequently a local resident dealing with local shoppers, this has a beneficial impact on the local economy. For every £1 spent by a resident with a local trader, that £1 will be worth about £1.70 to the local economy. If that local trader, then spends it with another local business, that £1 will then be worth around £2.20. That £1 spent with a multi-national company has a value of about £0.22 to the local economy.

There have been several reports published over recent years researching the value of markets. Most of these emphasise the importance to community and boosting the opportunities for local small business and entrepreneurship in flexible, high-street locations.

Trends in markets are changing. Specialist and themed markets are still popular. Food and drink are definite attractors, especially with lunchtime trade from surrounding businesses and offices. Creative industry/makers are in need of cheaper and more flexible spaces in high streets. Saturation of £1 shops and other high-volume turn-over, value-led retail on the High Street offer markets an opportunity to move from the concept of selling 'cheap' goods sold out of a box, to better quality, unique or handmade/locally produced goods and personal service.

Markets must adapt as customer needs change as the retail sector evolves and high streets evolve. We are witnessing complex and challenging times for all high street businesses - retail trend changes, an international pandemic and cost of living crisis.

The National Association of British market Authorities (NABMA) #MarketsFirst National Campaign, promoted as a result of the NABMA Survey, published in October 2022, highlights that the major challenges for street markets in the years ahead. The campaign is supported by the National Market Traders Federation (NMTF), an organisation that provides membership and PLI cover to a majority of market traders. The NABMA 'Markets First' vision is aimed at securing the future for UK markets. The Markets Industry is recognised by government as a top factor to support re-energising and revitalising high streets and moving them towards being vibrant hubs of activity for residents and visitors [Markets-First-2023.pdf \(nabma.com\)](#)

The Government supports high streets and markets through the High Streets Task Force (HSTF). The Portsmouth city centre 'Future High Streets' funded 'dwell space' project is due to be delivered by March 2024. Government understanding of the importance of markets is demonstrated through significant 'Levelling up' funding to markets in Leek and Bury. Recognition of markets as high street locations for economic opportunities for both long term traders and aspiring entrepreneurs via low cost and low risk licences to trade in traditionally high-cost spaces is of great value both to traders and to the high streets markets are located in. The Department for Levelling Up, Housing, and Communities (DLUHC), formerly the Ministry for Housing, Communities, and Local Government (MHCLG), also recognises the role markets play in helping to create community cohesion and add experiential, personal service elements to high street visitors. The value of 'offline' interaction not possible through online shopping transactions should not be underestimated. In addition, Government recognises that markets can support environmental objectives, encouraging efficient packaging methods, a reduction of food- miles and customers' travel and encouraging use of seasonal, local produce, purchasing in smaller quantities and less waste and healthy alternatives to fast food.

In general, the outlook for markets is positive, subject to the ability to attract investment, seek change and attract both quality traders and loyal customers to our markets. As with any business, there is a need to be flexible and adaptable to change, to invest to appropriately ensure sustainability, ensure value for money and a return on investment. Staff and resource to source and support regular market traders selling good quality, varied goods, offering personal service via delivery of a combination of weekly and event/occasional/specialist markets both in house (PCC) managed and externally contracted markets will augment development plans for Portsmouth's 'places'.

## **PORTSMOUTH MARKETS**

### **History of markets in the city**

Does Portsmouth need markets? Historically there has been a market in Portsmouth since its charter was established back in 1194. Since then, it has been a place where people living close by have shopped and market traders have benefitted from high footfall visiting high street, national shops in the area. Whilst there have been departures from the market by long standing traders and departures of some of the high street brands, many market traders are long term 'regulars' who trade throughout the year and have become part of the fabric of the city centre. The city evolved around the sea and port and traders turned their businesses from stalls to shops and new traders evolved, thus creating new businesses. That is still the case today, we have seen traders moving from stalls to premises from the Southsea markets, slightly fewer instances of this with city centre traders who clearly prefer the flexibility of a high street location without the pressure of high rent and business rates that a bricks and mortar premises brings. Portsmouth market

is an important part of the city's heritage but requires investment and resource to remain a valued part of the city centre offer.

There are two markets managed directly by Portsmouth City Council, these are line managed by the Place & Markets Manager. The largest market is in Commercial Road in the city centre; the second market is in Cosham, 3 miles from the city centre. In addition, there are currently two externally managed markets running in Southsea - Hampshire Farmers market and Love Southsea market.

Commercial Road needs private and public sector investment and redevelopment. The city centre has been subject to a series of Master Plans and development schemes that have not reached full fruition, which has led to uncertainty and lack of investor confidence and a general feeling of decline. Due to previously planned (but undelivered) development, the city centre market location was moved a short distance from Charlotte Street to Commercial Road. When the market was in Charlotte Street there were many more stalls with fruit and vegetable stalls predominating. The planned development (Northern Quarter) did not materialise, but the market location remained until recently when it was moved further south where the street widens, and it was felt (by traders) that footfall is higher. This move has unlocked space for the Future High Street 'dwell space' project delivery by March 2024 and free up space in the narrower section of the street. Both traders and businesses supported the market move. The impact upon traders of planned building works and road changes in the northern section of the city centre will also be reduced in the new, more southerly location.

Competition from Gunwharf Quays and a lack of investment in the city centre has led to decline in the retail core of Portsmouth. In recent months, changes in unit occupancy have revitalised the middle area of the high street - Superdrug, River Island and Wendy's have all opened new stores and planned redevelopment of vacant spaces are promising e.g., Fusion and Jubilee Place.

Nationally footfall in city and town centres is recovering after the pandemic however, the knock-on effect of rising interest rates and less disposable income are evident in decreases in footfall in the last month or so. Customers now, more than ever before, are looking for a more 'experiential' offer from retail centres. Towns and cities are no longer (and never have been), just places for the sale and purchase of goods and services. With the unrelenting growth in online transactions of all types, town and city centres must adapt to become places for interaction, 'offline' activity hubs that host leisure, culture, social, and health experiences with markets at the heart of those activities.

Commercial Road and the streets off it, represent an area of Council owned/controlled land or asset in the heart of the city. The market in turn, offers an opportunity for the Council to supply an element of 'pull' qualities that visitors are looking for in a retail centre. Challenges with fragmented ownership and buy in to Council regeneration aspirations from private sector



led development confirm that the options for council led regeneration must focus on markets and public realm improvements to create an environment that is attractive and interesting to visitors and encourages investment and development from private sector developers.

A full analysis of city markets is provided at Appendix 1.

With regards the consideration of the introduction of more markets in other city locations and the relocation of existing markets, at this time it is strongly recommended that resources should concentrate upon delivering an improvement plan for the markets currently in PCC control. With regards to the Southsea markets and Portsmouth Christmas Market, it may be desirable and possible for external market operators to introduce more markets (specialist or general) to other areas of the city as part of their delivery contracts.

There are several markets in the vicinity:

Portchester (Wed)  
Havant (Tue and Sat)  
Waterlooville (Friday)  
Gosport (Tue and Sat)  
Fareham (Mon)

And additionally, less than an hour away:

Petersfield  
Eastleigh  
Winchester  
Whiteley  
Chichester  
Southampton  
Wareham  
Salisbury

At this stage it would be counter-productive to introduce more markets to Portsmouth, as they would divert trade from the existing markets.

#### **What the current market needs to be.**

Markets around the country and in Portsmouth, do have a future, as can be shown from the successes across the UK. Markets support and encourage economic development priorities such as encouraging economic activity, innovation and business start-up by:

- Supplying a trading space in a high street location for small independent businesses at an affordable rate.

- Stimulating entrepreneurship and innovation. This is especially so with links with universities and colleges and younger traders, providing them with opportunities to develop their businesses and ideas.
- Offering independent businesses opportunities to branch out.
- Driving economic development, investment and improvement in a place.
- Creating flexible employment opportunities.
- Supply a space for community cohesion and opportunities for the understanding of diverse cultures.
- Supplying an arena for promoting healthy living and affordable food.
- Supplying an attraction for visitors to the city and to encourage return visits.
- Supplying a safe and lively area where a mix of generations enjoy visiting and socialising.
- Serving the local student population.
- Appealing to new residents in planned redevelopment e.g., Jubilee Place.
- Servicing/complementing new businesses e.g., Enterprise centre in City Buildings, City Centre North as they are developed.
- Staying relevant, attractive, and appealing to residents, visitors, and traders to ensure survival by range of products available, appearance of stalls and personal service.
- Boosting footfall numbers.

### **Alternative / additional markets in Portsmouth?**

#### **Investment and Management**

Evidence from across the country has shown that where investment is made to improve markets (Ely, Stockton, Hull), sustainability and viability become a reality. The time it takes for a return on investment to become clear, depends upon the nature and extent of the changes needed and the amount of resource invested.

Effective management and changes to out-dated policies could result in a return on investment within a short time. Improvements in stall presentation and appearance will result in return on investment but over a slightly longer period and will generally improve the perception of the place to visitors.

Traders will pay appropriate rents if the market is strong in terms of increased footfall and spend. The same rationale applies as in the retail property sector where higher rents are more achievable in areas of greater footfall and trade.



## VISION FOR PORTSMOUTH MARKETS

A Vision for Portsmouth markets needs to incorporate all aspects of the benefits of markets. The following statement could sum up these benefits as a suitable working vision:

**‘Enhance the existing market offer, to develop a dynamic experience that is diverse, vibrant and adds value to the economic, social, environmental and cultural fabric of Portsmouth.’**

This Strategy incorporates the aspects of the vision to enable Portsmouth Markets to be sustainable. The actions are achievable over a five-year period and can be quite easily delivered with robust and effective management of the market.

The Market Strategy will help bolster both the economic and social fabric of the city by: -

- Raising the profile of the city
- Improving offer and appeal
- Increasing footfall and customer dwell time
- Defining the city as a destination
- Catering for the rich social diversity of the city
- Reducing unemployment and underemployment
- Attracting more investment and businesses to the city centre
- Building communication and trust between the council and small independent businesses.

The strategy themes are designed to provide a comprehensive plan covering current market operation, and the ability to respond and adapt to changing economic and social changes over the coming years. It emphasises the need for effective place management alongside proactive market management to forge better links to new generations of both traders and customers, which will bring innovation and entrepreneurship to the markets and the high streets the markets are found in.

## KEY STRATEGIC THEMES FOR DELIVERY

Having reviewed the current markets, nine key strategic themes emerged and are outlined below. Each theme discusses market performance and makes recommendations for the future. These recommendations will feed into an Action Plan that will be included as an Appendix to this document.

The Key themes are:

1. Market location
2. Management

3. Maintenance
4. Marketing and Promotion
5. Social, Community & Health
6. Economy and Regeneration
7. Innovation, Education and Entrepreneurship
8. Culture and Tourism
9. Environment.

## MARKET LOCATION

### Objective

#### **To optimise the physical and strategic location of markets in Portsmouth**

This strategic theme looks at the physical location of the markets and their position in terms of the overall performance as part of the city economy.

### Location

#### **Cosham weekly market**

This market is well located in a district shopping area. It occupies the pedestrianised area well and appears to complement the retail offer and serve the customer demographic in the area. Regular traders here are satisfied with trade and the location of this market. It is not well sign posted or easy to find for visitors to the market and social media/online presence is zero.

#### **City centre weekly market, Commercial Road, Portsmouth**

The city centre market is well served by its new location. It was moved further south in 2019, following feedback from market traders and surrounding businesses. There has been an impact upon the remaining available space for other/additional markets e.g., Christmas cabins due to the move south. The market viability has been affected by changes in shopping habits and the pandemic, although a change in the makeup of residents may have had a positive impact i.e. new student blocks. Up to date survey and analysis of market users/shoppers and market traders would explore habits/demographics.

Footfall - although footfall in the area is stable, there is no count specifically related to the market itself. Majority of foot traffic flows from the car park behind Cascades Shopping Centre (NCP) into the rear of, and through Cascades onto Commercial Road. The new market location maximises the footfall flow through the precinct and is away from arguably the more 'value' end of the high street. There are no signs to show ways through to the market from Cascades Shopping Centre or car park.

There are many large trees in Commercial Road. The majority of these are large plane trees. Traders complain that the trees drop sap on the canopies that is difficult to remove; trees also restrict CCTV and sightlines down the street, and thus visibility of the market. In the summer when the trees are in leaf, they obscure CCTV and create considerable shade.

It is recommended that a review of city centre space is undertaken once the FHS project is delivered in March 2024, to assess best locations for PFRA, STC's, commercial space bookings, and Christmas market location. Feedback to be included from weekly market traders, Street Trading licence holders, high street businesses, and the Christmas market provider.

### **Strategic location of the market**

The city centre weekly market is at the heart of the city centre, close to the station, the University, Guildhall Square and the Civic Centre, and is in the middle of the main retail area of Portsmouth. Student accommodation and residential streets surround it. The market has a key role to play in driving both the city centre economy and in supporting the social fabric of the city centre. Its location, development, role, and function must be included in Master Planning/ development project plans for the city centre.

### **Market location Recommendations**

#### **Cosham Market**

- Cosham Market should remain in its current location.
- Signage to inform visitors and the public where and when it is in operation would be beneficial.
- Inclusion of food stalls to this market would add colour, interest, and diversity.
- Continue to support Cosham Market as a valuable community resource.

#### **Portsmouth City centre market - Commercial Road**

- Current location of the weekly market is acceptable.
- Current place and markets team restructure offers an opportunity to make changes to the way the markets are operated, marketed, and maintained.
- Opportunity to 'relaunch' the market following the 2019 relocation.
- explore opportunities to extend the Market or related activities into other spaces in the city centre e.g., Arundel Street

#### **Palmerston Road markets**

It is recommended that the location of Palmerston Road markets stay as they are currently. The layout of amenities and position of street furniture dictates layout and market operators are happy with current available space.

It is recommended that alongside an exploration into new market offers, that new/additional sites are explored in the future. Focus should be on the existing PCC run city centre and Cosham markets.

See Appendix 2 for suggested added sites and markets. There is an opportunity for additional markets to be trialled via contracted provision.

## MANAGEMENT

### Objective

**To enhance the existing markets', offer to become a dynamic, diverse, and vibrant experience that adds value to the economic, social environmental and cultural fabric of Portsmouth. Review of team structure and team roles will enable management of the markets to focus more on active curation of market content and incentivisation and tightening up of market processes.**

### Fees and charges

As part of the action plan, it is recommended that a review of fees and charges for all space use is undertaken alongside a review of the budget management for markets and space use. Comparisons of current performance figures and key performance indicators of markets will help with setting fair rates across the board. To set fair rates there must be an inclusion of footfall data, trading conditions and include traders' takings, etc. Ideally a forum to be re-established for topics such as this to be discussed with city centre/Cosham market traders. There is a need for meaningful engagement with traders in the PCC run markets on matters relevant to their trading conditions and to encourage two ways sharing of ideas and plans for the markets.

### Management Models

For Portsmouth Markets to be sustainable and successful a management model must be chosen for its effectiveness. The markets must have robust, transparent, directed, and strong management.

It is good practice for any market to regularly review the effectiveness and efficiency of its operation and the way it is managed. There are a few different management models that can be used, and a range of these model types is outlined below, in many cases the model chosen is a hybrid, taking what is most appropriate for the market in question.

#### *Local Authority*

Most markets (65%) are still directly supplied and managed by local authorities. This model offers the advantage of accountability, linking markets

to wider policy and strategic goals and of understanding the 'social benefits' that markets provide. They also can generate a healthy revenue stream. The disadvantage is they can be too regulatory, lack entrepreneurship and be slow in responding to drivers of change. They may also lack the dedicated and specialist markets' expertise required for them to be successful.

#### *Partnership*

These can range from the local authority keeping the strategic management, but outsourcing the operational management, to a formal, medium to long-term joint venture between the public and private sector. This model can be useful where the local authority lacks the in-house capacity and capability to effectively manage the markets. The merging of public and private sector styles can be challenging and could be expensive to set up.

This partnership can be between a market management company, or it could be a Joint Venture with a Business Improvement District company, as in the case of Rugby and Kingston upon Thames.

Negotiations must clearly identify the roles and responsibilities for each partner (e.g., management, maintenance, capital costs, marketing, revenue split, etc.).

#### *Private Sector*

Many markets are run directly by the private sector, licensed by the local authority under its market rights. This model offers the advantage of reduced bureaucracy and costs, an increased focus on the core business and the opportunity for directly raising investment capital. This model does not give the council a revenue stream, except an agreed annual charge for the licence. (This is the model currently used for the specialist markets in Southsea held under licence to Portsmouth City Council).

The disadvantages include the lack of accountability, lack of security/protection for market traders. The managing company may also lack interest/expertise in wider social/policy issues. The Council forgoes the opportunity to benefit from a lucrative revenue stream.

#### *Trader Associations*

There are several markets, which are directly managed by the traders themselves. This has similar advantages to the private model.

There are several disadvantages, which include lack of capital for investment, lack of accountability, potential conflict of interest and lack of expertise in wider social/policy issues and, again, no revenue stream for the council.

#### *Social/Community enterprise/CIC (Community Interest Company)*

There are various and quite different business models for this type of management. They must re-invest any profit into the market. These models of management tend to be especially suitable where a business is rooted within a specific locality or community, so it is more appropriate for smaller markets that do not generate large profits and are very community based.

There are many disadvantages for a larger market or those situated in a main city or town centre in this style of management.

### *Social enterprise*

Social enterprises are especially suitable where a business is rooted within a specific locality or community so is best fitted to small markets that do not generate a large turn over. See the DCLG document.

The different management models are fully explained, and examples given in a best practice document published in September 2010, titled Retail markets: Management Models (available from [www.gov.uk/government/publications/retail-markets-management-models](http://www.gov.uk/government/publications/retail-markets-management-models)).

### Summary and Recommendation

The recommendation for Cosham and the City centre weekly markets is that Portsmouth City Council should continue to have overall management of these two markets, but a more effective team structure needs to be introduced. It is recommended that the Southsea markets continue to be managed via procured contracts as they are currently.

The focus of this strategy will be on the Commercial Road market, but recommendations will also apply to Cosham Market to a greater or lesser extent.

The reasons for suggesting that Portsmouth City Council should keep overall management of their markets are as follows: -

- Commercial Road is the high street at the heart of the city and the market needs to be an integral part of the high street offer.
- This area of the city is subject to major redevelopment project plans and the market needs to have a significant role in those plans.
- The Council is the landowner where both these markets run and as such needs to control the operation in these priority areas.
- Retaining control of the markets gives the Council an opportunity to improve, grow, diversify, and make them relevant to the overall development and policies of the cultural life of the city.
- The Council owns the stalls that the city centre market traders use.
- There are already operational market staff in place.

Details of the proposed operating/staff model are set out at **Appendix 2**.

### Policies and regulation

It is recommended that the current policies in place be reviewed and updated, or necessary policies created, to ensure there is proper management and operation of the markets and that they are compliant with current laws. NABMA resource to be explored to support this work as PCC has membership. It is recommended that staff explore the NABMA training to ensure CPD (Continuing Professional Development) and up to date knowledge of markets legislation.

It is necessary to review/introduce:

- market trading licences for the traders and the conditions attached to it relating to: goods sold, pitch, trading, insurance, complaints procedure and disciplinary action available.
- A market code of practice and agreement to decide who handles what, i.e., to define the responsibilities for the Council and the traders.
- A clear strategy and policy for market tolls/charges, how they are applied, collected and a procedure for non-payment and exclusion from the market.
- Balance of goods on the market, i.e., what goods can be included in the market. This would also include those that are excluded and why they are excluded.
- A policy in relation to business assistance – including any discounted rents, etc. that are given to promote new trade. This could also include provision of mentoring and buddying to help new entrepreneurial traders in the setup of their business.
- A policy in relation to Health and Safety on the market, which would include defining responsibilities for producing risk assessments and evacuation procedures.
- A policy in relation to any event management and their arrangements.

Examples of policies can be found on the NABMA website ([www.nabma.com](http://www.nabma.com)) and can be adapted to fit Portsmouth markets. All policies need to be fit for purpose and reviewed annually to ensure they are up to date and applicable, as well as complying with any legal requirements. Some policies, e.g., Market Rights will

need to be adopted by full council; others will be operational issues not requiring full council approval. PCC procedures will determine those which management can deal with and those that need council approval. Advice on the writing of the policies is available from NABMA, also assistance with benchmarking and review if required.

### **KPIs (Key Performance Indicators) and monitoring**

To assess the continuing health and viability of a market it is important to monitor its performance on a regular basis. Several measurements should be logged and analysed on a regular basis these will include: -

- Market occupancy
- Income/expenditure
- Footfall
- Customer satisfaction/complaints.
- Customer profiling
- Weather conditions

In addition, it is recommended that a weekly market diary (log) be maintained. This should record date, weather, number of stalls, footfall, trading conditions, street works, events and any incidents and issues that may occur during the day, remembering to take photographic evidence for these. The log will be kept electronically and centrally allowing the team access. Advice from NABMA on best practice is advised.

A monthly report on the market will be produced, giving a brief breakdown of KPIs and factors affecting trading conditions. The report will highlight any current trends and may draw out emerging need for change. The report will help enable markets to be more responsive and flexible to change in either the economy or customer trends. The report will also help identify strong traders from weak and signal where business advice or guidance is required. This can be incorporated into monthly 121 meetings between the Co-Ordinator and Place and Market Manager.

### **Training and CPD**

Markets' staff will have the opportunity to train for specific aspects of the job and visit other markets to observe best practice. Better use of memberships and member benefits (such as market assessments, document packages and staff training) e.g., NABMA, ATCM (Association of Town Centre Management) is recommended. Professional bodies can offer continuous support and advice on all matters associated with markets and place management.

## **MAINTENANCE**

### **Objective**

**To ensure a clean, safe, and attractive trading environment for both traders and customers.**

Following on from the Management theme above, under a refreshed structure, a routine engagement with the maintenance programmed under the PFI is to be built into the process of day-to-day market activity.

### **Presentation and maintenance of markets' infrastructure**

Strengthen the Market Guidelines to emphasise the requirement to deliver a first-class service from first class facilities. These guidelines need to be agreed with traders, through the Traders' Association (PMTA).

The Market Assistants will carry out inspections on a regular basis. It will be up to them to enforce the standards and expectations for stall presentation and waste management with traders.

### **Market Stalls**



Market stalls are equivalent to a shop front. As such they should be clean, tidy, well maintained and the space within them should be bright and inviting and products should be properly labelled with prominent prices displayed.

The market trader guidelines/licences should: -

- Ensure that all canopies are washed regularly and be checked for damage.
- Ensure that stalls are erected and dismantled in accordance with their instruction manual and with consideration of current Health and Safety guidance.
- Traders need to agree to carefully store and transport canopies to ensure appearance.
- Request that all stallholders should display their goods in an attractive, tidy, and eye-catching way, with prices clearly and consistently displayed.
- Ensure that products on sale are safe and legal
- Ensure that food hygiene standards are in line with PCC policies.

### **Cleansing**

It is recommended that markets and place staff liaise closely with the PCC PFI monitoring team and build close relationships with Colas operatives to ensure cleansing and waste standards are effective and appropriate, reporting issues and monitoring delivery.

### **Ownership and responsibility for the stalls.**

Traders own their canopies. Formal ownership of stalls and clear responsibility for their maintenance and up-keep should be set out in licences held by traders.

### **Power supplies**

Provision of power is included in the pitch rental in the city centre market. Power supply is used by most traders for lighting in their stalls and in the case of food stalls, to power chillers/cooking equipment. There are (3-phase) mains power supplies in the Market area. The distance between supplies means that power cables to stalls are either looped overhead or trails on the ground (with some matting) from supply to stall. This looks untidy currently and should be reviewed. Investigation of better layout of the stalls could mitigate this problem. Matting is required to properly cover any cables. Markets staff to ensure layout is 'best fit' according to supply and that appropriate matting is available.

### **Water supplies**

Exploration of the use of the standpipe for stalls is required. Traders dealing with food should have handwashing facilities as per the PCC Environmental health team guidance. Review of PCC Environmental Health mobile catering requirement/guidelines is required, and recommendations and requirements built into new trader terms and conditions for PCC run markets. Markets staff

to ensure traders adhere to current PCC guidelines. This information to be shared with external market suppliers for the contracted market provision.

### **Street Trees management**

There are many trees located in Commercial Road. These need to be better managed through: -

- Regular pollarding
- More rigorous tree pruning schedule/management under the PFI
- Monitoring of tree pruning schedules by markets staff via liaison with PFI monitoring team and Colas
- Use the trees to decorate and enliven the street by installing lighting systems that can be illuminated all year round to highlight the market and other events in the city centre - separate to the Christmas lighting.

## **MARKETING & PROMOTION**

### **Objective**

**To raise the profile of and increase income levels of PCC run markets and the profile of the city centre by increasing customer numbers, dwell-time, spend per visit and repeat visits.**

In the pre-covid research carried out with market traders, there was a feeling that marketing could be improved. Footfall was on the decline and a rigorous marketing programme could drive footfall to the area alongside an improved offer and location for the market. Given the wonderful opportunity that the City Centre Market offers to act as a catalyst for growth, innovation, and investment in the retail heart of the city, it is felt that a fundamental change must be made to the market and to its promotion going forward.

Cosham Market does well as it is but would also benefit from specific marketing to increase and diversify the range of goods on offer and uplift customer numbers.

A comprehensive marketing and communications plan needs to be developed that would include the elements below.

Exploration of better social media use is recommended i.e., one account for markets and events in the city/town centres?

### **Re-launch Portsmouth market – new site, new vision, new stalls.**

Change is needed to develop and improve the city centre weekly market. It is recommended that following the relocation of the market, and the delivery of the Future High Streets 'dwell space' project the opportunity to think again about what this market needs to deliver, to determine and agree a vision for it and to decide how this vision should be conveyed. It provides an opportunity to review markets' policies, attract new stalls, and fundamentally refresh the

current market offer. The restructure of the Place and Markets team will enable resource to crystallise the vision and deliver change to the markets.

### **Re- brand Portsmouth markets, to signal the re-launch of the market.**

The re-launch following relocation will provide an opportunity and necessity to re-brand the markets; this can apply to the Cosham Market as well as the city centre market. It is recommended that a brand needs to be developed that reflects modern, diverse, bright, quality-driven markets. The branding should appeal to both existing and new customers and traders. It needs to resonate with the large student population in the city centre, many of whom already use the market.

### **External marketing – to increase footfall and spend.**

It is essential that new and lapsed customers come back to and continue to use the market to sustain the markets future. It is recommended that there is a communication plan and budget for markets and the town centres they are located in. That way it will be easier to promote planned activities and publicise them on the day using a variety of platforms. The current social media accounts require review. The rebrand/relaunch of the city centre market are ideal topics to encourage engagement both on and offline and can feature heavily in the communication plan. Traders can be encouraged to promote unique offers, one off market can be publicised, the engagements online can be added to Evolutive to build more effective engagement. Markets' social media pages can be developed first followed by place information later.

Signage with market branding can be installed both in the city centre and on the approaches, to direct footfall to the markets using existing posts to avoid additional street furniture/clutter.

### **Internal marketing to communicate with existing traders.**

Communication within the markets' community to inform and inspire the current stallholders is essential. The existing traders are one of the best ways of promoting the market to other market traders who may be interested in coming to the Portsmouth markets to add diversity and quality to the offer. If we have happy traders who feel connected to the market, word will spread.

A rejuvenated Portsmouth market traders association will help with communication, buy in, and encourage the traders to play a part in the development of the markets. The city centre newsletter could be an effective way of keeping all stakeholders informed on activities in the area, including market traders alongside regular face to face interaction.

### **Attracting new stallholders**

As mentioned above, it is important to set new policies for the market that will include points regarding the range, type and number of stalls that will be permitted to trade on market sites.

Modern markets need to include traders who provide a range of goods from value to higher end, and handmade, local where possible. Surrounding 'value' stores i.e., £1 shops and bargain clothing stores diminish the opportunities for markets to fill that gap, so it is important that markets increase their offer to provide the unique, quality goods and personal customer service that are not available online. Markets offer customers an experience. The atmosphere and look and feel of a market are as important as the goods on sale.

The introduction of a monthly food market was a good example of how to bring vibrancy, diversity, and experience to the street. The food market also plugged a gap in the hot food offer in the city centre. There are markets that exclusively concentrate on hot food (e.g., Borough Market London).

It would be worthwhile exploring a 'food festival' type event to the city centre with a theme e.g., Chinese New Year or Diwali to encourage traders to attend to highlight their restaurant or business and add a food-based event to the offer in the city centre. With the planned additional resource in the place and markets team, event style market delivery will be more possible.

### **Events and activities to raise the profile**

Events are an important part of profile raising, increasing footfall, and conveying a message. The opportunities for holding large-scale and smaller events in and around the city centre market are immense. There is a significant area of safe, level, pedestrianised space in Commercial Road which offers great opportunities to put on a programme of events and specialist markets.

A large-scale event to mark the re-launch of the market could be organised. This could include food and could extend beyond the footprint of the existing market. Adding entertainment will draw attention to the space and the new market must be a key part of the mix.

A programme of specialist and themed markets could be considered throughout the year e.g., Teenage/under 30 Markets, Vintage, Food, Surf and Turf, Antique and Artisan or Night Markets and could reflect the NABMA planned programme of markets and events to enable connections to national market social media campaigns, raising the profile of Portsmouth as a place for good markets. See [Market View - NABMA](#)

The city centre market can mirror key events and milestone festivities happening in the city e.g., Victorious festival, D-Day, Kite Festival, Thai Festival, Armed Forces Day, Comicon, Valentine's Day, Freshers' Week, Chinese New Year, Diwali. The opportunities are many and could make an enormous difference if the resources are in place to deliver and cross promote.

### **Nationally recognised awards for the market**

Part of the 5-year strategy includes some tangible but stretching targets. It is recommended that one target is to aim for nomination for a National Award for Excellence e.g. Great British Market Award within the 5-year term of the strategy. This would give the new team and market traders focus and a real sense of progress on the journey to excellence [Awards - NABMA](#)

## ECONOMY AND REGENERATION

### Objective

**Use the Commercial Road market to lead the economic regeneration of the city centre.**

Commercial Road precinct represents a significant Council asset in the heart of the city. There is a need to maximise the opportunities for using this space for events as part of the market, and on non-market days, to create opportunities to increase footfall and interest that will support both the market and the overall offer in Portsmouth city centre. As plans for City Centre North build, an investment in the market easily demonstrates a continually active interest in the area and a focus on driving regeneration alongside built project delivery e.g., SEHRT (Southeast Hampshire Rapid Transit), City Centre North and Future High Streets.

### Business-to-business transactions.

The market traders can be actively supported in business-to-business trade with surrounding businesses in the city, e.g., hospitality businesses like cafes, restaurants, hotels, hostels, as well as halls of residence, bed & breakfasts and guesthouses. Exploration of business-to-business potential is recommended through Economic development activities such as 'Eat the Island' to build contacts and better connection to local networks.

### Attracting new customers to the heart of the city.

Increased footfall and increased dwell-time = increased spend = increased investment. Nationally, city and town centre visitor numbers - footfall and spend are recovering after the pandemic, but high street businesses need the support of offline interaction and reasons to visit to continue to attract people to the area. Use of traditional retail space for health, leisure, community, and office purposes will change the look and feel of places and will continue to bring people to those places for services and experiences that are not possible online.

The existing footfall camera in Commercial Road is positioned within the market footprint but may not accurately reflect/record footfall at the market due to stall placement and camera obstructions, but from what we can see from Springboard data, footfall remains constant on market days. It may be possible to secure additional cameras to specifically measure footfall on market days from a better located camera. Footfall also remains at a good level in Cosham.

The pressures of online retail, recovery from the pandemic, the cost-of-living crisis, fuel costs, and Brexit, to name a few, have contributed to decline generally in high street spending. Vibrant, well-managed markets can provide a draw for customers seeking something different from the usual retail offer and an offline experience. Using Commercial Road market as a positive asset could enable a significant up-turn in footfall numbers and change the perception of the city centre.

### City centre regeneration

The proposed City Centre North regeneration scheme will have a significant impact on Commercial Road and consequently the market. It is important that the market continues to be included in plans. It is recommended that the new Portsmouth Market Traders' Association is kept well informed about planned development and is included in any consultation on activity that is likely to impact their businesses early and throughout the process.

## INNOVATION, EDUCATION AND ENTREPRENEURSHIP

### Objective

**Utilise the market to build partnerships with educational establishments, to share best practice and expertise and to encourage start-up businesses and innovation.**

### Start-up businesses

By connecting with local schools, colleges and the University, the markets can be used to incubate new businesses. Introduction of discounted pitch fees for start-up businesses or young people would encourage entrepreneurship and enterprise. This support can include support or mentoring from existing traders and access to the business support officers in the Economic Development team. The benefits to the market would include the introduction of a new traders, more diverse offer and a boost in trader numbers. There is a national drive through NABMA to encourage entire market days for youth markets, or at the very least a section of the market for young people and pitch fees to include rental of stalls. As part of Small Business Saturday 2023, pitches are offered to businesses that are not currently trading in a market to encourage stall holders to 'have a go' whilst at the same time increasing the offer of the existing market. Better connections to business support organisations through the economic development team links could encourage business development and innovation.

### Links with Portsmouth University and other education establishments.

Having the University at the heart of the city offers the markets an opportunity to foster links with the students and academics to work on joint projects, for the benefit of both the city and the students. These could include market research, graphic design, customer profiling, project management and business innovation, marketing, etc.

### Teenage markets

Introduction of teenage markets would introduce the next generation of both customers and traders to the market and to provide a safe space for young businesspeople to test the market with their business ideas. The HSTF support includes support for markets and the teenage markets developer is available for conversation in January 2024 to explore this as a potential offer in Portsmouth.

## CULTURE AND TOURISM.

### Objective

**Use the Market as a hub for cultural activities to encourage tourism to the heart of the city and other areas of the city.**

Portsmouth has a very rich, cultural industry and heritage offer. This provides a great many opportunities to grow and develop the proposition for visitors. The city centre can be used as a showcase for Portsmouth, and, in turn, this will serve to increase interest and footfall in the city centre and wider.

### A hub for cultural activity.

The market can be a significant player in the city's cultural heritage, utilising events and activities to complement cultural activities already in the Events Programme for the city, e.g. Victorious festival, Armed Forces Day, and links to Portsmouth museums and the Dockyard and Hot Walls will provide opportunities for the city centre to host events that complement the wider city event schedule.

### Themed markets to celebrate Portsmouth's diverse populations.

Celebrate special occasions: Food Festivals, Christmas, Easter, Chinese New Year, Diwali and connect more with city wide plans.

## SOCIAL, COMMUNITY & HEALTH

### Objective

**Use the market as an educational tool to raise awareness of social diversity and health and as the glue for the local community.**

### Demography of Portsmouth

One of the markets' roles is to fulfil the needs of the population base of city centre. Like most cities in the UK, Portsmouth has a diverse population including a large university student population, who live in the extensive, new, and developing student accommodation stock just minutes away from the market; there are also large numbers of low-income families, young people, older residents, and professionals who live and work in the city.



Each group has a set of needs; the market is ideally placed to be flexible enough to respond to those needs.

Now the market responds to one or two sections of the population. There are a handful of stalls which actively cater for students, but these are in the minority and, apart from the fruit and vegetable stalls, there are few who are looking to cater to the visitor end of the market, or those with more disposable income.

### **Engage with the local community to establish their requirements**

It is recommended that following the relocation, rebrand and re-launch, the market is thoroughly examined and analysed to assess the customer base. It would be useful to use lifestyle profiles (such as Mosaic) to ensure that the market is catering for the city and nearby demographic of residents. See also the recommendation to establish a 'Friends of the Market' group.

### **Specialist markets**

Using the analysis of the resident demographic, decisions regarding which new markets and event style markets could be introduced either as pilot markets or established as regular markets. It is recommended that the existing PCC market offer is improved before focussing on new or additional markets unless externally operated.

### **Healthy living**

The markets offer an opportunity for the PCC to promote healthy lifestyles through healthy food knowledge. Promotion of local, fresh, produce is available 3 days per week in the heart of the city and once a week in the north of the city. Introduction of a 'Healthy Living Market' with chef demonstrations (e.g. [Community Chef - Cookery courses, workshops, training, demonstrations](#)) and through potential partnerships e.g., Food cycle Portsmouth or the Hive. Demonstrations using market ingredients could be used to encourage more people to shop locally, eat fresh food and learn how to prepare healthy, interesting, nutritious, and cheap meals from locally sourced produce.

## **ENVIRONMENT**

### **Objective**

**Provide a healthy, safe, environment for customers and traders, and increase opportunities to reduce waste, increase recycling and promote localism**

As with any business, markets must explore ways to reduce their environmental impact. The markets need to provide an attractive and safe



place for all visitors, while leaving the smallest environmental footprint possible behind.

### **Re-cycling**

Market traders to be strongly encouraged to reduce waste generated and to recycle as much as possible, whether this is through City Council schemes or as individuals. Exploration necessary with PFI/Colas to explore waste and recycling methods.

### **Reducing food miles - local food for local people.**

The market should promote the provenance of the goods it sells, encouraging customers to support local producers and 'shop local' thus retaining the economic benefits and reducing food miles. The Love Your Local Market initiative should be a kick-starter for this campaign. It is held every year [Love Your Local Market 2023 - Official \(nabma.com\)](https://www.nabma.com)

### **Market bags**

It is recommended that cotton or paper carrier bags carrying the new market logo should be used. Plastic free processes are to be encouraged/introduced. Market traders should be encouraged to stock cotton bags and/or to encourage their customers to use their own bags as in most retail outlets currently.

## **CHALLENGES, THREATS AND RISKS TO THE STRATEGY**

This strategy has been devised to explore new ideas, plans and opportunities to ensure economic sustainability is built into the management of Portsmouth's Street markets. Learning from the past and embracing current best practice can provide new opportunities and initiatives. The following challenges, threats and risks must be considered and reviewed regularly as they will change throughout the lifetime of this strategy.

Challenges	Threats	Risks
Changes in the economic climate.	Lack of ability to respond to competition from other value retailers in the town, thus creating a market that can offer something the customer wants. Major developments e.g., new shopping areas with retail and food but little connectivity to the market.	Unable to sustain the market due to lack of budget etc.
Changes in customer 'shopping habits'	Development of new major outlets for food and eating and development of 'pop-up' bars and eateries.	Changes in local council policies.
Digital developments in relation to business and business transactions	Ease of travel to other major shopping areas and online retail	Failure to efficiently manage and promote the market.
Sustainability of the market	Lack of new traders and retirement of older traders leading to lack of succession and reduced trading levels.	Failure to encourage succession will result in loss of traders and diminish the size and diversity of the markets thus reducing the attraction.
Changes in legislation or regulatory control.		Changes in European law. Brexit
Recruitment of new traders to the markets industry.	Being unable to attract new traders thus customers, due to changes in ages and society.	Failure to recognise the different demographic profile of the market and changes that occur in the week.
Creation of a comprehensive communications plan that encompasses all aspects of communicating with all stakeholders in the markets and consulting with them.	Being unable to recruit new traders and offer a variety of goods for sale.	Failure to attract the local population to shop and support the market.
Establishing a fee structure that makes the markets sustainable but does not rise excessively.	Stallholders may go elsewhere/ insufficient in come to cover necessary outgoings and investment	Lack of investment will lead to decline in customer numbers and a decline in the market.
Creating an attractive inviting market that people would want to visit regularly.	Stalls unfit to provide suitable trading conditions. Unattractive to customers.	Excessive charges on traders/no new customers /market decline
Creating an entrepreneurial partnership between the council and the traders	Lack of 'new blood' and new ideas.	Insufficient council investment to create sustainability and ROI.
Encourage new customers to support and promote the market.	Lack of investment in marketing	Failure to take any action and thus allow the market to simply carry on as at present and continue to decline.
Gaining total 'buy-in' from traders over potential changes across the market and to develop the above partnership.	Disengaged/disillusioned traders who will resist change e.g., relocation.	Inability to make the necessary changes to the market e.g., relocation. Market traders will go elsewhere. Market decline
Establishing finance and resource for market initiatives that will attract new traders.	Lack of clear, effective and well-resourced management	The changes indicated in the strategy will not be delivered. The market will fail.

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The main strategic recommendations for the future of market are:

- The City Council should retain management of both Cosham and Commercial Road markets.
- The City Council should concentrate on building a strong City Centre Market in Commercial Road and develop the market in Cosham before considering introducing new or additional markets elsewhere in the city.
- Consider the resource and allocate accordingly.
- Establish what the return on the investment should achieve.
- Establish a robust and effective management model that would include: -
  - Recruiting a markets lead/co -Ordinator.
  - Reviewing staffing resource and responsibilities.
  - Establishing performance base lines, targets and KPIs
  - Monitoring and logging performance,
  - A review of policies, especially in relation to the balance of goods, sale of food, operational requirements, licensing agreements and the needs of the customer.
  - Introducing a more transparent, simpler, financial monitoring system,
  - Introducing a new, representative Traders' Association.
- Devise and deliver a comprehensive marketing, communication and promotions strategy for the markets.
- Co-ordinate consistent strategic marketing and promotion of the market through media and events and activities, to promote the launch of the rebranded, relocated, rejuvenated city centre market.
- Build on the relationship with new businesses and the younger generation through links with educational establishments.
- Cater for the needs of the student population.
- Provide business support to help create innovation and entrepreneurship.

Portsmouth markets have great potential and can be a great benefit for the city. The City Centre Market has a key strategic role to play as a leading attraction for the city centre, which can only be good for the promotion of the city and its people and its economy. It is essential that the management of this important resource be put on to a business-like footing to achieve this aim. The value of the Commercial Road asset to the City Council is very significant and should be used to drive forward the regeneration and economic revitalisation of the city centre. The market has a key role to play in kick-starting this process.



## APPENDICES

### Appendix 1 - analysis

#### City Centre Market, Commercial Road Portsmouth

This market is PCC run, operates 3 days per week Thursday, Friday, and Saturday from 09.00 to 17.30. It is a general market mixed with some street trading concession licenced pitches mixed in.

#### ***Positive***

- Located in wide, pedestrianised area.
- Good display of fruit and vegetables.
- Cheerful and helpful traders.
- Most stalls uniform style and colour – 3m sq. gazebos or combinations of.
- Staff and resource.
- Regular, committed traders.
- Some stalls with specialist/unusual produce.
- Some hot food stalls.
- Regular customers

#### ***Negative***

- Absence of wider 'place management' i.e., rough sleepers, people begging, unregulated pedlars, lack of street cleaning, vacant shops, graffiti
- Some stalls unkempt and some canopies dirty
- Costermonger carts are covered up.
- Some stalls have poor merchandising and display.
- Disjointed layout, gaps in stalls, backs of stalls greet you as you walk up the high street.
- Electrical cables were safe but looked untidy - washing line effect or trailing with matting rather than stalls located close to power to avoid trailing cables.
- Market stalls mixed with street trading concession licence pitches.
- Nothing to attract younger customers.
- lack of creative content - art/clothes etc.
- student focussed stalls.
- Crasswell Street seems disconnected from the main run of market stalls.
- Feedback from EH and TS team re food hygiene/product safety practices not completely satisfactory.
- Lack of good clear signage to the market.

- On the whole traders were waiting for customers to buy rather than selling their goods.

### Cosham Market – Cosham High Street

This market is PCC run, runs every Monday, 0900 - 1730 (apart from bank holidays) in pedestrianised part of Cosham high street



#### **Positive**

- Acceptable position
- Clean and tidy
- Fits well into a district centre street and compliments area.
- Serves residents, 'local' feel to the market.
- Traders in general happy with trade.
- Located in an area of value shops.
- Fairly vibrant.

#### **Negative**

- Lack of uniformity with stalls.
- No food i.e., fruit and vegetables which add colour an almost essential part of any market.
- Nothing to attract visitors, very reliant on local customers.
- Lack of signage to market from road and parking.

### City Centre Christmas market – Commercial Road

Externally run, in-cabin market offers with bar and stalls in festive cabins.

#### **Positive**

- Uniformity to stalls/cabins, well lit, well dressed and well presented.
- Located in the wider part of the precinct.
- High footfall.

- Mix of gifts and hot food.
- Attractive bar.

### ***Negative***

- Narrow walkways between cabins and shops.
- weekly market stalls at either end of cabins.
- watch back of house areas - rubbish/trade waste piled up.
- Inferior quality of some products.
- Arundel Street section of precinct underutilised - air of dereliction due to vacant shops.
- No cabins open in the evening (after 6pm).
- No connection to the ice rink in Guildhall Square.

### **Hampshire Farmers Market – Palmerston Road**

Externally run local produce market, runs on the third Sunday of each month 1000 - 1400, contract in place, no income generated

### ***Positive***

- Uniform appearance of stalls
- Good layout around street furniture/amenity areas
- Good range of high quality, local produce
- No waste on display
- Friendly stall holders with good knowledge of product
- high footfall
- working with Love Southsea who bring hot food/music to compliment HFM offer.

### ***Negative***

- Small number of stalls.
- Market finishes early (2pm pack up most months).
- Traffic on precinct with early pack up.
- Correx bards to promote market on lampposts look dated.

### **Love Southsea Market – Palmerston Road**

Externally run market, operates on the first full weekend of each month, and third weekend of each month to compliment HFM dates 0930 - 1700, contract in place

***Positive***

- Lots of stalls
- Wide range of products
- Friendly stall holders
- Local art/makers
- Good mix of hot food and non-food

***Negative***

- Irregular appearance of stalls - canopies not provided by operator
- Electrical wires visible
- Layout slightly haphazard



## Appendix 2 - management model proposal

### An effective management model for Portsmouth markets Roles and responsibilities

This strategy examines the function of the markets and the roles and responsibilities of the personnel in place is key to the market's efficiency and effectiveness.

The responsibility for markets has been assigned to the Economic Development team. Line management of markets currently sits with the Place & markets Manager. There are currently two Market Inspectors Supervisors (x 2 FTEs (Full Time Equivalent)). The Place & markets manager also oversees the contracted delivery of Southsea markets (by Love Southsea and Hampshire Farmers markets).

The markets sit well in this service, given the contribution they make to the cultural and economic vitality and viability of the city and support markets offer to micro and startup businesses.

The market in Commercial Road occupies a significant space in the heart of the city and in the Council's estate. The Council as the key driver to improve the social and economic prosperity of the city should maximise the potential of this market and its impact.

It is vital that markets and their management are woven into the fabric of our economic centre's activities. For that reason, the Place & Markets team is being restructured. The current 2 x FT posts of Market Inspector have been removed and a new Market Co-Ordinator role and two new PT (1.04FTE) Market assistants put in place. This structure will enable a place-based approach to Portsmouth's local centres with focused responsibilities for the market officer roles, and a refresh of targets and priorities for all place and markets staff.

The co-ordinator role will take responsibility for: -

- Developing the existing market/s
- Developing new and improved market policies
- Representing the interests of both Council and traders
- Line managing the market assistants.
- KPI (Key Performance Indicators) setting and monitoring.
- Holistic marketing and promotion of the markets and exploring the potential for new/additional markets.

The market assistant roles will be front line operational roles, incorporating the set up and take down periods of the PCC run markets in Cosham and the city centre, reporting to the market co-Ordinator and delivering the market

strategy action plan. Splitting the role over two members of staff will allow more flexibility of cover, both between sites and markets.

### **Market Traders' Association**

Several of the current traders were members of a Portsmouth Market Traders' Association; this no longer exists which has led to a general feeling from the traders that their voice is not heard that they are often told about issues that affect them after the event, and that they are not fully represented on matters that directly affect them.

It is recommended that a new, representative Portsmouth Market Traders' Association (PMTA) should be formed. The representation must include a good cross section of market traders from both Cosham and Commercial Road markets. There also used to be an informal 'City Centre Association' that included city centre businesses/stakeholders and market traders. It is recommended that is revisited alongside the work Tim Raw is undertaking on community engagement.

### **Communication & Partnership**

Communication between market traders and the Council is not as effective as it should be currently. Setting up the new PMTA or city centre association with agreed guidelines, aims and objectives will help change this alongside circulation of actions/key topics and updates in a regular newsletter distributed to all city centre businesses. In addition (under the Marketing section 5.4), it is suggested that the PCC website and markets social media account be better used to inform the public, traders and local businesses about all matters pertaining to the markets.

There are lists of city centre businesses/stakeholders currently held by different teams in Regeneration are used as channels for the exchange of information about city centre developments and broader business issues affecting the city and its ability to trade, a regular forum and newsletter would support this communication flow.

### **Friends of the market**

A 'Friends of the Market' group can be a highly effective and useful consultative body. Members can include interested customers who use the market regularly and representatives from various community groups. There can also be Council representation and no more than 1 trader representative. This body could be especially useful to help with communication and could be explored once the new markets and place team is recruited.

### **Appendix 3 - Suggested additional markets and market sites**

#### Markets:

Art/design/creative (through connecting with 'Portsmouth Creates')

One off food event style market

Italian/French/specialist food/produce market

Antiques/collectibles

Youth (stalls run by 16 - 30-year-olds)

Festivities/celebratory markets e.g., Diwali, Chinese New Year

Healthy food markets with chef making in season, easy to prepare food with menu cards and bags of produce for sale to take away

Student/night markets

Produce only

#### Sites:

Guildhall Square

Host additional markets in sites we already occupy i.e., Tue/wed/sun in Cosham

Mon/Tue/wed/sun in the city centre

Weekdays in Southsea

## Appendix 4 Existing Traders Licence

Page 1	Schedule
Page 2	<u>Conditions</u> 1.00 – General 2.00 – Consent 3.00 – Trading hours
Page 3	4.00 – Stalls 5.00 – Repair and Maintenance
Page 4	6.00 – Trading Use of the Pitch 7.00 – Vacant Pitches 8.00 – Payment of Licence Fee
Page 6	9.00 – Change of address 10.00 – Traders Conduct
Page 7	11.00 – Vehicles
Page 8	12.00 – Signage 13.00 – Electrical Appliances 14.00 – Cleanliness
Page 9	15.00 – Animals 16.00 – Termination 17.00 – Indemnity
Page 10	18.00 – The City Council 19.00 – Statutory Obligations 20.00 – Disputes 21.00 – Non-attendance Procedure
Page 11	22.00 – Non-attendance for all Three Days 23.00 – Undertakings
Page 12	24.00 – The Market Inspector 25.00 – Warnings 26.00 – Complaints
Page 13	26.00 – Complaints continued Declaration

**CITY OF PORTSMOUTH  
LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS)  
ACT 1982 (SECTION 3 and SCHEDULE 4)  
HIGHWAYS ACT 1980  
HIGHWAYS AMENITIES**

PORTSMOUTH CITY COUNCIL (the "City Council") in pursuance of Section 3, and Schedule 4 of the Local Government (Miscellaneous Provisions) Act 1982 HEREBY PERMIT the "Trader") to place structures on the highway for a purpose which will result in the production of income and more particularly for the purposes identified in the conditions set out hereunder at Pitch No Portsmouth Market Portsmouth on a weekly basis trading on such days as may be designated by the City Council as trading days of each week subject to the terms and conditions as set out in the Schedule below.

DATED this            day of            20

.....  
**Head of Asset Management Service**

**This authority is under a duty to protect the public funds it administers, and to this end may use the information you have provided on the agreement form for the prevention and detection of fraud. It may also share this information with other bodies responsible for auditing or administering public funds for these purposes.**

For more details, please go to the web link at  
<http://www.portsmouth.gov.uk/yourcouncil/18423.html>

## SCHEDULE

"Portsmouth Market Traders Association" in this consent means the official Association representing the Portsmouth Market Traders.

"City Council" in this consent means Portsmouth City Council for the time being.

"Head of Asset Management Service" in this Consent means an officer of the Asset Management Service for the time being or his authorised representative of the City Council. "Market" is the Trading Market held on a Thursday, Friday, Saturday in Charlotte Street and Commercial Road.

"Market Area" means those areas of Charlotte Street and Commercial Road available for the siting of market pitches more particularly defined on drawing number displayed in the Civic Offices.

"Market Hours" in this consent means 09.00 to 17.00 Thursday, Friday, and Saturday or such other hours or days as agreed by the Market Inspector.

"Market Inspector" in this Consent means the Market Inspector or his assistant appointed from time to time by the Head of Asset Management Service.

"Pitch" in this consent, means an authorised location from which a stall can trade.

"Stall" in this consent means a temporary structure for the sale of goods or permitted vehicle or trailer.

"Trader" in this consent means the Licensee authorised to trade on the Portsmouth Market. "Trading Days" in this consent means such days as may be designated by the Head of Asset Management Service in each week without prejudice to the aforementioned condition these days shall for the purposes of this licence normally be Thursday Friday Saturday in anyone week.

"Week" in this Consent means a trading period of Thursday Friday and Saturday in anyone week.

## CONDITIONS

### **1.00 General**

- 1.01 No person will at any time conduct or carry on any trade or business within the market area unless authorised to do so by a licence granted by the City Council or otherwise with the permission of the Market Inspector.
- 1.02 All conditions imposed by the Trading Licence will be adhered to.
- 1.03 The Trader is permitted to operate and shall operate a market stall from the pitch identified in this Consent during **all** market trading times on designated trading days of each week (unless otherwise directed by the Market Inspector) and on such other days as may be agreed by the Head of Asset Management Service.
- 1.04 Each Trader must ensure that any Person employed or assisting the Trader complies with the Terms & Conditions of this licence.
- 1.05 The Trader will comply with the rules and regulations of the market as amended from time to time which will be clearly displayed in the Civic Offices

### **2.00 Consent**

- 2.01 This consent is personal to the Trader and is **not transferable**. The Trader shall be responsible for the day-to-day control of the market stall with or without employees. The Trader will not sublet any stall or part thereof, nor cause or permit the same to be used, occupied or managed by anyone other than the person licensed or authorised by the City Council.
- 2.02 A Trader may pass on his pitch to another person, subject to the approval of the Head of Asset Management Service. Such a transfer will require that a licence is signed prior to the successor commencing trading. The Trader will give the Head of Asset Management Service a minimum of four trading weeks' prior notice to consider such an application. All new traders will be subject to a six-month temporary licence before a full consent licence is issued.

### **3.00 Trading Hours**

- 3.01 The Trader shall not bring his stall into Charlotte Street, Landport View/ Commercial Road before 0500 hours on any Trading Day and shall remove his stall no later than 1800 hours each Trading Day. The Trader shall **not erect or dismantle** any stall between the hours of 0900 and 17.00 without the prior agreement of the Market Inspector.
- 3.02 A rota will regulate the setting up of stalls in the market area so as to minimise the risk of obstruction to traffic and other traders. The Trader shall comply with this rota which will be distributed by the Market Inspector and varied by him from time to time.

#### **4.00 Stalls**

- 4.01 Traders must use the market stall frame and canopy as provided by the City Council. Traders will be responsible for erecting and dismantling all equipment. The standard pitch sizes are:
- Standard, single pitch 3m x 3m
  - Large single pitch 4.5m x 3m
- 4.02 The canopy together with all associated accessories issued, remain the property of Portsmouth City Council. In the event of this licence being determined for whatever reason, all items provided must be returned immediately to the City Council in good clean and serviceable condition.
- Failure to return will result in formal action being taken against the Licensee to recover the full cost of any equipment not returned.
- 4.03 Traders shall ensure that shop fronts or adjacent stalls are not obscured. Similarly, side or rear sheets will not be permitted if they cause a nuisance to shops or other stalls.
- 4.04 All stalls unless otherwise directed by the Market Inspector shall be fitted with a top sheet or canopy, side and back sheet. All stalls must use yellow and white striped canopies/sheets, which meets the requirements and approval of the Market Inspector.

#### **5.00 Repair and Maintenance**

- 5.01 Traders will be responsible for maintaining and cleaning the equipment provided in a good and workmanlike manner.
- 5.02 Any items requiring repair or replacement in the future due to either



damage or wear and tear will be the sole responsibility of the Market Trader.

- 5.03 Replacement items must be purchased from a supplier approved by the City Council.
- 5.04 Items identified in (5.02) above must be replaced if in the opinion of the City Centre Manager or the Market Inspectors they are no longer in an acceptable state of repair or condition.

#### **6.00 Trading Use of Pitch**

- 6.01 The Trader is not permitted to sell any goods other than
- 6.02 Every effort will be made to ensure there is no over representation of a particular trade of goods. Each Trader will be required to identify a main product to be sold. The Market Inspector will endeavour to ensure that there is no unreasonable conflict of these main products but no guarantee or undertaking will be given in respect of competitive trading and traders may find similar products/lines for sale within the market area.
- 6.03 The main produce to be sold from this Pitch is

#### **7.00 Vacant Pitches**

- 7.01 Prior to offering any vacant Pitch to casual traders the Market Inspector will consider applications from existing Traders to move into empty pitches or swap pitches provided adjacent Traders have no reasonable ground for objection and no conflict of interest will arise.
- 7.02 When a Pitch becomes vacant, the Market Inspector is empowered to offer it to a casual trader.

#### **8.00 Payment of Licence Fee**

- 8.01 (a) The payment for the Pitch for the three Trading Days in any week shall be as detailed below:

Standard Single Pitch (3m x 3m) £50.00

Large Single Pitch (4.5m x 3m) £75.00

This charge is subject to alteration by the City Council with four weeks prior notice.

- (b) For each additional day in any week permitted from time to time by the City Council, the payment will be advertised by the

Market Inspector in his office and notified to the Trader in advance of the additional day(s)

- 8.02 The payment referred to in Clause 6.01 above must be made by the Trader on the Thursday of each trading week in respect of every week during which he is permitted to trade (subject to clause 6.03 hereof) and paid in the manner described in this Consent.
- 8.03 If for the first twelve weeks of each thirteen week period the Trader pays the weekly fee as prescribed in clause 6.02 hereof no charge shall be levied for the thirteenth week and it shall be deemed a 'free week'. To qualify for a 'free week' the Trader must have attended and traded on the market for every day during the qualifying period (with the exception of approved holiday absence). Any periods of non-attendance caused through sickness or otherwise will invalidate an award of a 'free week' for the Trader and the normal pitch fees will be payable.
- 8.04 (a) Payment by Cheque  
The Trader may make payment by cheque payable to the City Council and delivered to the Market Inspector.
- (b) Payment by Cheque and Guarantee Card.  
If payment is made by cheque supported by a cheque guarantee card payment can be made to the Market Inspector not less than one Week in advance.
- (c) Cash  
The Trader may make payment by cash paid weekly in advance to the Cashier's Section on the Ground Floor of the Civic Offices, Guildhall Square, Portsmouth by 10.00 am on Thursday in each week. In all cases the Trader will produce on demand his receipt book. The Head of Asset Management Service may at its discretion ask for payment by cash in respect of any Consent. Payment referred to in Condition 6.01 above may be suspended or reduced (at the discretion of the Head of Asset Management Service) if the Trader is prevented from trading in Portsmouth Market due to circumstances beyond his control. The Market Inspector may, at their discretion, take cash payments from a trader subject to a £5 administration fee becoming payable.

8.05 Failure to make payment to the City Council by the Trader before the specified date and in the correct manner shall render this Consent inoperative and the Trader shall not be entitled to trade in the market without the renewed permission of the City Council and the payment by the Trader of all moneys currently due and of all arrears and interest that has accrued in respect of arrears at a rate of 2% above base rate of the Co- operative Bank Plc.

**9.00 Change of Address**

9.01 All Traders must immediately inform the Market Inspector of any change in home or business address or telephone numbers detailed. Any notice will be deemed to have been served if sent to the Trader at his/her last notified address.

**10.00 Traders Conduct**

10.01 The Trader shall comply with all reasonable requirements of the Market Inspector or Assistant Market Inspectors, the Head of Asset Management Service, and any other duly authorised inspector for statutory purposes. All reasonable instructions given by the City Council including the Chief Environmental Health Officer, Trading Standards Officer or any other authorised work personnel, Police Constabulary, Traffic Warden, Fire Officer, or any Government Department including any representative from the Ministry of Agriculture, Fisheries and Food must be obeyed.

10.02 The Trader shall use the Stall in a diligent and business like manner and not do or allow to be done anything which might cause or be a nuisance to the public or to the occupiers of neighbouring stalls or which may be of detriment to the Councils market. Abusive, profane or disgusting language is strictly prohibited. The Trader will ensure that members of the public using the Stall are treated in a civil and courteous manner.

10.03 The Trader shall ensure that the Stall is kept adequately stocked, in a good and presentable condition and a good selection of products and attractively displayed, and open for trading throughout the Market Hours

10.04 Unless specifically authorised the Trader shall not attract other persons by hard selling, hawking or any form of public outcry nor to

- permit or suffer any sale by auction
- 10.05 The Trader shall not use any public address system or broadcast amplifying the sound of any radio, recording or musical instrument.
- 10.06 No person shall light a fire in any part of the market.
- 10.07 No person shall keep, store or sell any gunpowder, fireworks (without the issue of a licence from the Trading Standards Officer) or any other explosive substance such as naphtha, bottled gas, petroleum or paraffin oil or any other flammable substance in the market without the express written consent of the Market Inspector setting out the terms and conditions by which the product is sold.
- 10.08 Any person who uses any water tap, if provided in the Market will ensure that it is properly turned off immediately after he/she has finished using the tap.
- 10.09 Unless the prior written consent of the Market Inspector is obtained no person in the market shall distribute or attempt to distribute to the public in the market any leaflets, handbills, cards, pamphlets, booklets or other literature except by way of sale.
- 10.10 Every Trader will ensure that his/her employees and other persons assisting him in carrying on his business in the market are fully aware of and observe and comply in all respects with the requirements of these regulations.
- 10.11 The City Council reserves the right to exclude or dismiss from the market any person detailed above or any other person who contravenes any of the regulations set out herein or operates in an unsatisfactory manner
- 10.12 The Trader shall not extend his operation beyond the limits of his Pitch as marked or indicated by the City Council. All walkways and other areas between the Stalls, immediate approaches to the market and adjacent highways must be kept free of obstruction.
- 10.13 Goods must not be stored in The Market Area, or surrounding roads/ alleyways, even if permission has been obtained from shopkeepers to utilise their shop fronts. Storage of goods must be kept within the designated Pitch
- 10.14 The sale of goods other than from an approved Pitch is strictly prohibited.

#### **11.00 Vehicles**

- 11.01 The Trader will not bring on to the market any vehicles except by an authorised entrance and which will be immediately unloaded prior to the commencement of Market Hours and the vehicle will then be removed from the market immediately.
- 11.02 The Trader is permitted to restock his/her Stalls during the Market Hours. The barrows, boxes or other receptacle used must be expeditiously loaded or unloaded and immediately removed from the gangways and pedestrianised areas of the market and expeditiously placed in the Traders pitch. **No vehicles are permitted in the Market Area during Market Hours.**
- 11.03 The use of bicycles, roller skates, skateboards or any other recreational vehicle is strictly prohibited from the market

#### **12.00 Signage**

- 12.01 The Trader will display in a prominent position his/her name or registered trade name and pitch number on the front of his/her stall on a standard style plaque, this plaque will be plainly visible to the public. This condition does not remove a Traders obligation to display any other information required by law, the prices for goods offered for sale will be in plain and distinct figures.

#### **13.00 Electrical Appliances**

- 13.01 The Trader will not place upon the stall or otherwise use in the market any lighting or other apparatus that is, in the opinion of the Market Inspector or other authorised officer in a dangerous condition.
- 13.02 The Trader shall not use more than six (6) one hundred (100) watt two hundred and forty (240) volt bulbs per pitch in connection with his stall and shall connect the bulbs and associated apparatus to the stall in a manner first approved by the Market Inspector or other authorised officer. It will be the responsibility of the trader to ensure that all apparatus and leads are maintained to the required standard by the City Council's Health and Safety Officer.

#### **14.00 Cleanliness**

- 14.01 The Trader will at all times keep his pitch clean and litter free and shall not allow any refuse or litter to disperse from his pitch at any

time. Reasonable precautions shall be made to ensure no loose wrappings or litter is dropped on the ground. Refuse shall not be allowed to accumulate in, on or around the stalls. The Trader shall not store or keep waste material produce or any other goods within Charlotte Street or Commercial Road or other roads in the vicinity outside of his/her own pitch regardless of whether a retailer has given permission for him/her to do so.

- 14.02 The Trader shall comply with the refuse arrangements provided by the City Council and shall dispose of refuse and litter arising from his pitch or coming within his pitch from elsewhere at frequent regular intervals throughout the Market Hours, at the end of the day and also whenever specifically directed to do so by the Market Inspector.
- 14.03 A Trader engaged in the sale of food shall provide suitable and sufficient washing facilities at the pitch together with hot water, towel, nailbrush and soap or facilities to the satisfaction of the Chief Environmental Health Officer for the time being.
- 14.04 A trader engaged in the sale of food items shall comply with the directions of the Ministry of Agriculture Food and Fisheries.
- 14.05 At the close of each days trade, all litter, refuse and empty boxes on or about the stall shall be collected, removed or deposited into the compactor or other place set aside by the City Council, thus leaving the stall in a clean and tidy condition to the satisfaction of the Market Inspector.
- 14.06 Traders shall use their best endeavours to prevent any mud, dust, dirt, oil, fat, filth or other contaminating substance being deposited on adjoining stalls, the surfaces around their pitch and the drains situated in the highway.

#### **15.00 Animals**

- 15.01 Any animal with the exception of guide dogs owned by the trader, authorised employees or agents of the trader are prohibited from the market.

#### **16.00 Termination**

- 16.01 The City Council may withdraw this Consent at any time and will give four weeks notice of withdrawal unless earlier withdrawal is

appropriate due to a breach of condition

- 16.02 Should the trader wish to terminate this agreement he/she will give 4 weeks written notice of such an intention to the Market Inspector.

**17.00 Indemnity**

- 17.01 The Trader shall indemnify the City Council against all claims, liabilities, actions, demands and expenses arising in respect of any breach of condition by the Trader or by any act of negligence or nuisance by the licensee or any person employed or assisting him.
- 17.02 The Trader shall provide insurance in the sum of **£5M** to insure against Third Party Public Liability claims and the indemnity referred to in part 17.01 and shall provide on demand for inspection by the City Council the insurance certificate and evidence of the full payment of the premium.

**18.00 The City Council**

- 18.01 The City Council may at any time enter onto any part of the market including stalls for the purpose of any of its functions as a Local Authority to inspect or repair any fixtures, fitting facilities appliances or structures thereof.
- 18.02 The City Council will take all reasonable precautions but accepts no responsibility for any loss to goods or property of any person authorised to occupy a stall.
- 18.03 Although the City Council will make every effort to avoid any inconvenience, the Traders will comply with any requirements by statutory undertakers in the event of any works in the market.

**19.00 Statutory Obligations**

- 19.01 The Trader will comply with the provision of all Acts of Parliament, Bylaws and of any Orders or Regulations made there under relating to food hygiene, health and safety, sale of goods, weights and measures and any other relevant matters.
- 19.02 The Trader will comply in particular in all respects with the Food Hygiene (Market Stalls & Delivery Vehicles) Regulations 1966, and the Food Hygiene (Market Delivery Vehicles (Amendment)

Regulations 1966 to the satisfaction to the Chief Environmental Health Officer or other authorised body.

**20.00 Disputes**

20.01 Where there is a dispute between the Traders concerning any merchandise sold or proposed to be sold by a trader from a stall, the City Council will use it's absolute discretion, after affording to the Traders an opportunity to make such representations as they think fit, to decide what merchandise should be sold from a stall and to give directions accordingly.

**21.00 Non-attendance Procedure**

21.01 All Traders must notify the Market Inspector prior to the Thursday of the relevant week if they are unable to attend the market. A "justifiable reason must be given in this respect ie holiday, family bereavement etc, payments should be made in usual manner unless previously authorised.

21.02 The validity of any reason will be considered by and at the discretion of the Market Inspector under direction by the Head of Asset Management Service. After two weeks of non-notification or an unsatisfactory reason, a two weeks notice will be given to the Trader terminating his/her licence for the pitch.

21.03 Notification of non-attendance must be given by providing :-

- i) Name and Address and Pitch No.
- ii) Reason for non-attendance.
- iii) Anticipated date of return.

This can be given by:-

- a) Personally speaking or leaving a message with the Market Inspector on (02392) 841982(24 hour answerphone).
- b) Mobiles 07931 503 787 or 07941 198 142
- c) Leaving a message with Head of Asset Management Service: Reception Telephone (023) 92 834286 8.00 a.m. - 5.00 p.m. Monday to Friday.
- d) Leaving message clearly stating the above format



Telephone (023) 92 834286 (24 hour answerphone).  
If Procedures b or c are followed, your message will be conveyed to the Market Inspector as swiftly as possible.

## **22.00 Non-attendance for All Three Days**

22.01 Where the stall is not presented to an acceptable standard to the satisfaction of the Market Inspector (under the guidance of the Head of Asset Management Service) for any/all of the 3 days of the market this will be deemed to be non-attendance. After a period of two weeks of partial attendance, i.e. not the full 3 days the pitch may be re-allocated by the Market Inspector to a "full time" trader and the offending trader may be re-allocated a less favourable pitch.

## **23.00 Undertakings**

23.01 Each trader will undertake to comply with the quality standard and pledges agreed between the City Council and the Market Traders Association and will display evidence of such agreement & compliance.

23.02 Two free week's holidays in anyone-year will only operate if the Pitch is left vacant for two weeks in a calendar year (1st Feb to Jan 31st) subject to the Market Inspector being notified prior to its occurrence. Where trading is continued by authorised individuals operating the Pitch, for example relatives, the normal Pitch fee will be payable. The City Council reserves the right to withdraw this concession at any time. Failure to comply with the correct notification procedure will invalidate any holiday 'claim'.

23.03 The above (22.02) only applies to the pitch and not to the store. Rents must be paid in respect of this throughout the year in accordance with the agreement provisions.

## **24.00 The Market Inspector**

24.01 The Market Inspector and his Assistants' decision is final in respect of any matter. Any infringement of the above Rules and Regulations will be dealt with promptly.

24.02 Each Trader will in respect of his/her pitch report to the Market

Inspector all accidents, disputes, thefts, disorderly conduct and goods lost or found as soon as practicable.

## **25.00 Warnings**

25.01 Upon infringement of these conditions the following procedures will be followed:

- Step1) Verbal request/warning from Market Inspector.
- Step2) Written warning from Market Inspector.
- Step3) Written warning by Head of Asset Management Service.
- Step4) Suspension of Licence and/or re-allocation of pitch.
- Step5) Termination of Licence.

Any of these steps may be bypassed subject to the severity and/or repetitiveness of the "offence".

25.02 Should the trader feel that he/she has been treated unfairly, he/she may lodge a complaint under the Complaints Procedure set out below.

## **26.00 Complaints**

26.01 Any complaint or dispute should be brought to the attention of the Market Inspector or his Assistant He will consult with aggrieved parties and, if necessary, with the Market Traders' Association Representatives. In the unlikely event of no such solution being reached, the complaint should be put in writing and handed to the Market Inspector or his Assistant who will pass it to the Head of Asset Management Service for a decision

26.02 Any complaint against the City Council will be conducted in accordance with the approved complaints procedure. Any officer of the City Council who receives a written complaint will record the date and time received and details of the aggrieved parties. Discussions will be carried out between the City Council, and where necessary, any interview will be carried out at the complainant's convenience. The Head of Asset Management Service will acknowledge the complaints within 2 working days of its receipt, and will investigate within 7 working days. This is however subject to the complexity of the matter and may be delayed where the officer concerned is either on leave or off work due to illness. Any complainant who is dissatisfied with the result of his/her complaint may take the matter to

the Chief Executive of Portsmouth City Council who will always be the final arbiter.

Full details of the Asset Management Service Complaints Procedure can be supplied upon request.

**I hereby confirm that I agree to comply with all regulations and conditions set out herein.**

Signed: .....

Name: .....

Dated: .....

Note: This Consent is given pursuant to the powers given to the City Council under statutory powers and is not a lease or a tenancy and gives no interest in land to the Trader.

**Appendix 6 Action Plan**

	A	B	C	D	E	F	G	H	I	J
1	Portsmouth Markets Action Plan 2023 - 20229									
2	<b>STRATEGIC THEMES</b>	<b>Objective</b>	<b>Key Actions</b>	<b>Expected Strategic outcomes</b>	<b>Short Term Months 0-18</b>	<b>Medium Term Months 18-42</b>	<b>Long Term Months 42- 60</b>	<b>Delivered by/partners</b>	<b>Key Performance Measure</b>	<b>Outcomes Achieved</b>
3	<b>THEME 1</b>									
4	<b>MANAGEMENT</b>	To enhance the existing markets' offer to become a dynamic, diverse and vibrant experience that adds value to the economic, social environmental and cultural fabric of Portsmouth	Review the current staffing structure and responsibilities	PCC remains in control of current markets. Dedicated recourse to manage the assets. Ensure service standards are met and VfM is achieved	ongoing	ongoing	ongoing	PMT	structure in place to successfullyrun markets, co ordinate across high streets and effectively place manage locations	
5			lead market role recruited	Professional markets management is focussed and resourced to deliver change	0-6			PMM		
6			Review Financial mangement systems	Clear financial reporting on which to make assessments and decisions	0-6			MC		
7			Rebuild the Market Traders' Association	MTA will provide a clear communication channel to facilitate the process of change required	4-12			MC, PMM		
8			consider introducing 'Friends of the Market' Group	Transparent communication channel with stakeholders who value the market and can act as a critical friend and can support activities and change.		18 -24		MC, PMM		
9			Review current policies, licences, fees and charges	Deliver a clear set of policies to direct the future development and safeguarding of the market and its customers. Ensure that the traders' licence is relevant and fit for purpose	3-9	review annually	review annually	MC, PMM		
10			Set weekly and monthly KPIs	Accurate measures of market performance will help to direct management decisions and actions. Ensuring that the Markets react to current trading conditions	6-12	review	review	MC, P&MM		
11			Join a professional Markets' Association	To provide on-going professional training, support and networking oportinites	0-6			PMM		
12										
13			Review management structure, support and delivery	Ensure that mangement is fit for purpose, delivering against targets and effective	12, 18	24,36,42	48,52,60	PMM		
14	<b>THEME 2</b>									

	A	B	C	D	E	F	G	H	I	J
	STRATEGIC THEMES	Objective	Key Actions	Expected Strategic outcomes	Short Term Months 0-18	Medium Term Months 18-42	Long Term Months 42- 60	Delivered by/partners	Key Performance Measure	Outcomes Achieved
2										
15	<b>MAINTENANCE</b>	<b>To ensure a clean, safe and attractive trading environment for traders and customers</b>								
16		<b>Stalls</b>	Determine the ownership of the market stalls	responsibilities for future liability, maintenance and capital costs will be clear	0-6			MC, PMM	<b>licences updated and reissued</b>	
17			Stalls to be inspected and washed regularly	clean, safe market stalls	0-6			MC, MA		
18			Stalls to be installed / taken down according to H&S guidance	safety of traders and customers	0-6			MC, MA, Traders		
19			Transport and storage of stalls to be managed	Ensure that stalls are properly handled and stored to reduce damage and maintenance costs	0-6			MC		
20		<b>Street scene</b>	issues with street and tree maintenance to be reported to the relevant departments for action.	Ensure safe clean and attractive market environment. Reduce hazard risks to both markets' traders, equipment and customers.	ongoing	ongoing	ongoing	MC, MA		
21	<b>THEME 3</b>									
22	<b>MARKETING</b>	<b>To raise the profile of, drive the profitability of PCC run Markets, by increasing customer numbers, dwell-time, spend per visit and repeat visits</b>								
23			Devise and agree a comprehensive Marketing, Communications and Promotions Strategy for Portsmouth Markets that fits with other marketing activity in the city.To include re branding, social and digital media	Provide a clear and costed marketing plan, delivering consistent positive messages to customers old and new about the activities, products and opportunities available at Portsmouth Markets	0-12	review	review	PMM, MC and traders		
24			Devise a programme of marketing and promotional activity to launch the new market: relocation, vision, new products and activity	Ensure maximum awareness of the 'new' market in the city centre. Positive messages about the future of the market and the rationale for its renewal.	0-6			PMM, MC		

	A	B	C	D	E	F	G	H	I	J
2	STRATEGIC THEMES	Objective	Key Actions	Expected Strategic outcomes	Short Term Months 0-18	Medium Term Months 18-42	Long Term Months 42- 60	Delivered by/partners	Key Performance Measure	Outcomes Achieved
25	MARKETING		Link themed Markets' events and activities to key events in the city and the calendar that are relevant to the population of Portsmouth and beyond, e.g Christmas, Chinese New Year, Diwali, Easter, Teenage Markets, Star- up Markets, Food Festivals, Love Your Local Market, Vintage Markets, etc.	Drive increased footfall and awareness of the markets and the Commercial Road and Cosham areas of the city.	12-18	18-42	ongoing	MC, MA supported by PMM		
26			Build and launch a new website dedicated to the markets' and city activities	One-stop site for consumers and business partners, raise awareness and increase trade.	0-12	review	review	MC, PMM		
27			Aim to achieve a national award for excellence	Provide focus and ambition for the market traders and mangement			48 - 60	PMT		
28			Consider introducing additional, specialist markets to new sites in Portsmouth, if the current markets are viable and growing and resources permit..	Increased choice for consumers, more opportunities for traders' attraction to other areas of the city			48 - 60	MC, PMM		
29			Install signage to the markets on site and on the approaches to the markets	Increased awareness, increased footfall, easier access.		Dec-24		MC, BS		
30	<b>THEME 4</b>									
31	<b>SOCIAL, COMMUNITY &amp; HEALTH</b>	<b>Use the market as an educational tool to raise awareness of social diversity and health</b>								
32			Acquire population lifestyle( CACI, ACORN) analysis of Portsmouth	Information to tailor the markets to the needs of the customer.	3-9			MC		
33			Use the market and events to promote healthy living, local produce, fresh produce, local customers, lower air miles. 5- a-day, etc	Fulfil Local Authority requirement to inform the local population about health, reduce obesity, etc		18-24	ongoing	MC and Public health		
34	<b>SOCIAL, COMMUNITY &amp; HEALTH</b>		Promote market events that celebrate the diversity of the population	Attract new customers to the market and encourage return visits. Encourage social cohesion		18-24	ongoing	MC, MA		

	A	B	C	D	E	F	G	H	I	J
	STRATEGIC THEMES	Objective	Key Actions	Expected Strategic outcomes	Short Term Months 0-18	Medium Term Months 18-42	Long Term Months 42- 60	Delivered by/partners	Key Performance Measure	Outcomes Achieved
2										
35	<b>THEME 5</b>									
36	<b>ECONOMY &amp; REGENERATION</b>	Use Commercial Road and the market to lead the economic regeneration of the city centre								
37			Encourage start-up businesses to take stalls at a discounted tariff	Secure a pipeline of new stallholders. Increase variety to the market. Provide start-ups with an opportunity to test and grow their business., Provide employment opportunities		12-ongoing	ongoing	MC, PMM		
38			Encourage local business-to-business transactions	Keep spend in the local economy. A £ spent locally is worth x2 spent locally. Celebrate local produce		ongoing	ongoing	MC, PMM		
39			Use events and activities in the market to increase footfall, spend and dwell-time to the city centre	Encourage inward investment to the city centre.	12-18	ongoing	ongoing	MC, MA		
40			Ensure that the city centre market is considered in any city centre redevelopment plans	A vibrant market is a key driver for city centre regeneration	ongoing	ongoing	ongoing	PMM		
41	<b>THEME 6</b>									
42	<b>INNOVATION EDUCATION &amp; ENTREPRENUERSHIP</b>	Utilise the market to build partnerships with educational establishments, to share best practice and expertise								
43			consider Friends of the Market Group and include reps from education sector to join	University has 23,000 potential customers. Partnership can raise awareness of the market with that cohort		18-24		MC		
44			Set up joint research projects with university and college students, eg customer profiling, marketing, project mangement, business innovation.	Shared knowledge and expertise, mutually beneficial. Students learn practical business skills, Markets enjoy fresh ideas and insight.		12-ongoing	ongoing	PMM		
45	<b>INNOVATION EDUCATION &amp; ENTREPRENUERSHIP</b>		Encourage start-up businesses to take stalls at a discounted tariff	Secure a pipeline of new stallholders. Increase variety to the market. Provide start-ups with an opportunity to test and grow their business., Provide employment opportunities		12-ongoing	ongoing	MC, PMM		
46	<b>THEME 7</b>									



	A	B	C	D	E	F	G	H	I	J
	STRATEGIC THEMES	Objective	Key Actions	Expected Strategic outcomes	Short Term Months 0-18	Medium Term Months 18-42	Long Term Months 42- 60	Delivered by/partners	Key Performance Measure	Outcomes Achieved
2										
47	<b>CULTURE &amp; TOURISM</b>	Use the Market as a hub for cultural activities to encourage tourism to the heart of the city and other areas of the city.								
48			Use the market to celebrate Portsmouth past, present and future with themed activities and events	Raise awareness of Portsmouth's maritime history. Attract tourists to the city centre. Increase footfall, dwell-time, new customers and repeat visits.		18-24	ongoing	MC, PMM		
49			Link themed markets to activities happening elsewhere in the city, e.g. Victorious Day, Freshers' Week, Air Day, etc	Add value to existing activities. Attract tourists and new customers to the city centre, increase footfall, dwell-time, spend, etc		12-ongoing	ongoing	MC		
50			Celebrate population diversity - organise Food Festival and themed markets	Attract new customers and showcase cultural diversity		Sept/Oct annually	Sept/Oct annually	MC		
51			investigate potential sites for new markets working with internal PCC teams to maximise asstes, improve connectivity between markets and increse vibrancy in currently underutilised spaces in the city	additional relevant markets and events that connect with city wide activity more, encourage footfall and dwell time and fit wit the 'Great Waterfront City' brand	6	annually/		MC	better internal connections with team that can enable markets and events to happen across the city	
52	<b>THEME 8</b>									
53	<b>ENVIRONMENT</b>	Provide a healthy, safe, environment for customers and traders and increase opportunities to reduce waste, increase recycling and promote localism								
54			Actively work with traders to initiate 'greener markets' where waste is minimal and recycling is encouraged	Create a modern, clean environment for both traders and customers.	12-18	ongoing	ongoing	MC		

	A	B	C	D	E	F	G	H	I	J
	STRATEGIC THEMES	Objective	Key Actions	Expected Strategic outcomes	Short Term Months 0-18	Medium Term Months 18-42	Long Term Months 42- 60	Delivered by/partners	Key Performance Measure	Outcomes Achieved
2										
55	ENVIRONMENT		Introduce a waste mangement strategy to create high % of recycling	The markets deliver sustainability providing a local outlet for goods	18-24	ongoing	ongoing	PMT		
56			Explore the potential for more local produce as part of the product mix	Encourage reduced foodmiles and local spend.	12-ongoing	ongoing	ongoing	PMT		
57			Introduce cotton or paper carrier bags carrying the market/s logo	Reduce plastic waste in compliance with national policy. Promote Portsmouth markets as 'green markets'.				MC		
58			Promote business-to-business transaccationswith a special B-to-B market event.	Encourage local spend and reduced food miles.	18-ongoing	ongoing	ongoing	PMM		

<b>Form name</b>	Integrated Impact Assessment
<b>Reference</b>	IA556773292
<b>Date</b>	24/10/2023



## Policy details

<b>Request date</b>	24/10/2023 15:41
<b>Directorate</b>	PCC Regeneration
<b>Service</b>	Place and Markets (Economic Development)
<b>Title of policy, service, function</b>	Markets Strategy
<b>Type of policy, service, function</b>	New
<b>What is the aim of your policy, service, function, project or strategy?</b>	To update and focus the current markets provision to support the Economic Development Strategy work
<b>Has any consultation been undertaken for this proposal?</b>	yes
<b>What were the outcomes of the consultations?</b>	Taking into account feedback from High Street Tasks force, retailing and market traders, national best practice
<b>Has anything changed because of the consultation?</b>	yes
<b>Please provide details</b>	led by best practice nationally
<b>Did this inform your proposal?</b>	yes
<b>Please provide details</b>	led by best practice nationally

**Equality & diversity - will it have any positive/negative impacts on the protected characteristics?**

<p><b>With the above in mind and following data analysis, who is the policy, service, function, project or strategy going to benefit or have a detrimental effect on and how?</b></p>	<p>No - designed to increase inclusion</p>
<p><b>Will any of those groups be affected in a different way to others because of your policy, project, service, function, or strategy?</b></p>	<p>No - designed to increase inclusion</p>
<p><b>If you are directly or indirectly discriminating, how are you going to mitigate the negative impact?</b></p>	<p>No</p>
<p><b>Who have you consulted with or are planning to consult with and what was/will be your consultation methodology?</b></p>	<p>Traders / retailers, High Street Taskforce</p>
<p><b>How are you going to review the policy, service, project or strategy, how often and who will be responsible?</b></p>	<p>ongoing led by the Place and Markets Manager and detailed in the action plan</p>

**Crime - Will it make our city safer?**

<p><b>Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?</b></p>	<p>Increased activity in areas to promote reduction in antisocial behaviour</p>
<p><b>How are you going to measure/check the impact of your proposal?</b></p>	<p>see Action Plan for review and monitoring</p>

**Housing - will it provide good quality homes?**

<p><b>This section is not applicable to my policy</b></p>	<p><input checked="" type="checkbox"/></p>
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**Health - will this help promote healthy, safe and independent living?**

<p><b>Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?</b></p>	<p>Action plan links to public health initiatives</p>
<p><b>How are you going to measure/check the impact of your proposal?</b></p>	<p>see Action Plan</p>

**Income deprivation and poverty - will it consider income deprivation and reduce poverty?**

<p><b>Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?</b></p>	<p>Increased self employment opportunities for start up (including those on unemployment benefits)</p>
<p><b>How are you going to measure/check the impact of your proposal?</b></p>	<p>see Action Plan</p>

### **Carbon emissions - will it reduce carbon emissions?**

<p><b>Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?</b></p>	<p>Environment, energy consumption and waste, including promoted recycling</p>
<p><b>How are you going to measure/check the impact of your proposal?</b></p>	<p>See action plan</p>

### **Energy use - will it reduce energy use?**

<p><b>This section is not applicable to my policy</b></p>	<p><input checked="" type="checkbox"/></p>
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### **Climate change mitigation and flooding - will it proactively mitigate against a changing climate and flooding?**

<p><b>This section is not applicable to my policy</b></p>	<p><input checked="" type="checkbox"/></p>
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**Natural environment - will it ensure public spaces are greener, more sustainable and well-maintained?**

<b>This section is not applicable to my policy</b>	<input checked="" type="checkbox"/>
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**Air quality - will it improve air quality?**

<b>This section is not applicable to my policy</b>	<input checked="" type="checkbox"/>
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**Transport - will it make transport more sustainable and safer for the whole community?**

<b>This section is not applicable to my policy</b>	<input checked="" type="checkbox"/>
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**Waste management - will it increase recycling and reduce the production of waste?**

<b>Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?</b>	commercial waste best practice and promotion
<b>How are you going to measure/check the impact of your proposal?</b>	see Action Plan

**Culture and heritage - will it promote, protect and enhance our culture and heritage?**

<p><b>Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?</b></p>	<p>promotes opportunities for creative industries and innovative use of heritage space. Increased footfall and dwelling in key city centre locations</p>
<p><b>How are you going to measure/check the impact of your proposal?</b></p>	<p>see Action Plan</p>

**Employment and opportunities - will it promote the development of a skilled workforce?**

<p><b>Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?</b></p>	<p>Increased opportunities, including self employment. Addressing self employment and 2nd jobs</p>
<p><b>How are you going to measure/check the impact of your proposal?</b></p>	<p>see action plan</p>

**Economy - will it encourage businesses to invest in the city, support sustainable growth and regeneration?**

<p><b>Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?</b></p>	<p>supporting local economy and diversification of the high stress supporting employment and growth encouraging investment in the city centre supporting creative and business start up</p>
<p><b>How are you going to measure/check the impact of your proposal?</b></p>	<p>see action plan</p>



## Social value

<b>Please explain how your policy, service, function, project or strategy delivers Social Value</b>	Promotion includes support of CIC and social enterprises
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## Involvement

<b>Who was involved in the Integrated impact assessment?</b>	Jane Lamer - Head of Economic Development and Skills High Street Taskforce mentor (Neil Wild - external)
<b>Name of the person completing this form</b>	Rebecca Alexander
<b>Date of completion</b>	2023-10-24

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# Agenda Item 5



## **THIS ITEM IS FOR INFORMATION ONLY**

**(Please note that "Information Only" reports do not require Integrated Impact Assessments, Legal or Finance Comments as no decision is being taken)**

<b>Title of meeting:</b>	Cabinet Member for Culture, Leisure and Economic Development
<b>Subject:</b>	Regeneration and Economic Development Strategy
<b>Date of meeting:</b>	17 <sup>th</sup> November 2023
<b>Report by:</b>	Ian Maguire Assistant Director for Planning and Economic Growth
<b>Authored by</b>	Jane Lamer Head of Economic and Skills
<b>Wards affected:</b>	All

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### **1. Requested by**

Leader of the Council / Portfolio Holder for Culture Leisure and Economic Development

### **2. Purpose**

Annual review of the Regeneration and Economic Development Strategy for 2023.

The Strategy was launched in 2019 pre Covid and at the request of the Leader, officers will revisit the work to provide an updated document reflecting the current challenges facing businesses across the city. This work will be led by the Strategy Unit.

### **3. Information Requested**

The Regeneration and Economic Development Strategy was launched in 2019 following significant consultation and review against a very different economic landscape. It was agreed post Covid that the 5 key themes for the strategy, which reflect the Imagine Portsmouth City Vision work, remained current and relevant.

The 5 key themes for the strategy are:

- Strengthen the Portsmouth Brand
- Becoming a destination city for ideas and innovation
- Putting people at the heart of regeneration
- Infrastructure and places
- Creating and thriving and competitive business environment



## **THIS ITEM IS FOR INFORMATION ONLY**

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Appendix A is the updated spreadsheet tracking cross council work against the strategy, with annual updates for each sub section of the related action plan. The 2023 evaluation highlights that need to refresh the strategy to provide current action planning and reflect the different economic challenges which have framed the period since publication.

This work will look at the current document, update appropriate data trends and consider appropriate priorities for the next 20 year period to allow for a focused but flexible approach to developing the broader economic development work, whilst working in synergy with key strategies already existing within the city. This work will be led by the Strategy Unit supported by the Economic Development and wider Regeneration teams.

Key achievements for 2022/23 include the following:

### **Website / Brand development**

As a council we used specialist sites to market and promote to key target markets and we have seen increased traffic to key sites including [www.investportsmouth.co.uk](http://www.investportsmouth.co.uk) where views are up 52% on the previous period.

Local focused work, including [www.rediscoverportsmouth.co.uk](http://www.rediscoverportsmouth.co.uk) is up 47% on the same period last year and this initial temporary response to promote the shop local / rediscover movement post covid is now providing useful to support local retail and SME engagement by local people and visitors

### **Future High Streets - City Centre (FHS funding secured Dec 2020)**

City Buildings meanwhile use as an Enterprise Centre opening October 2023 - releasing a further 15 working spaces for businesses to supplement the existing 125 over the existing 3 Enterprise Centre sites. This increased the flexible term rental space for a diverse range of businesses

Public realm review commencing January 2024 to refresh the top end of Commercial Road, focusing on increasing dwelling time and rethinking the area as a social space

### **Future High Streets - Fratton (FHS funding secured Dec 2020)**

Purchase of the Bridge Centre as part of a long term regeneration project

Meanwhile use of the Bridge Centre to include 10 additional Enterprise Centre spaces to support increasing demand for flexible term rental space. Increased retail opportunities including the welcoming of the Fratton Pantry due to open shortly to support local residents.



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The work includes road closure procedures and support to promote local community use of the road area to increase access to safe space for residents.

### **Market Strategy**

Reimagining and updating of current provision in Commercial Road and Cosham, retaining the PCC delivered service and with a focus on increase traders launching Nov 2023.

Plans for 2023/24 include Small Business Saturday market promotion to increase trading opportunities

Supporting the expansion of commissioned markets (Love Southsea - Palmerston Road) to attract new opportunities and markets to the city, This included welcoming back the French Market in August 2023 following a post covid break.

### **University of Portsmouth**

Following their recognition as an applied research university the university has now received the Gold teaching standard reflecting the quality of provision and the student experience

Ravelin Park leisure opened in 2023 with resident access - increasing provision and local employment opportunities

### **Sister City / Twinning**

A fresh approach to develop our cultural relationship into economic development advantages has been positively received by partners.

In Sept 2023 the initial return visit to Halifax Nova Scotia focused on economic partnership which including Portsmouth International Port, Maritime UK Solent and University of Portsmouth. Following themes around clean energy, maritime and innovation the visit also focused on business-to-business introductions.

All work has liaised with the Department for Business and Trade (DBT) linking with partners from Department for International Trade. We are now hosting a roadshow for Innovate UK Edge to support the access to funding for local businesses to allow them to explore partnership and delivering in Canada and are already receiving positive indications of at least 1 business on international work leads

Duisburg, Germany are keen to explore a similar focus for that partnership, following the green/sustainability agendas and we are discussing how we can support a business delegation to support this partnership and breakdown barriers to working in Europe.



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Further partners are keen to explore this and the UoP remain particularly supportive of this around our Bangladesh partners which we continue to explore.

### **Portsmouth International Port**

Oct 2023 saw the opening of the new Cruise Terminal at the port, a site set to host over 100 calls in 2024, with ambition to grow by up to 50% the following year.

Portsmouth International Port has been awarded **£19.8m from the Zero Emissions Vessels and Infrastructure competition (ZEVI)**, funded by UK Government and delivered in partnership with Innovate UK. The grant will allow them to embark on a groundbreaking decarbonisation project with [Brittany Ferries](#), alongside the [University of Portsmouth](#), [MSE International](#), [B4T](#), [IOTICS](#) and [Swanbarton](#).

### **Skills Partnership**

The city is now served by 3 merged college groups  
COPC - City of Portsmouth College, previously Highbury and Portsmouth Colleges, is now recognised as "awaiting inspection", meaning it is better positioned for growth opportunities under this DfE change of policy (not hindered by one colleges poor Ofsted Grade)

South Hampshire College Group formed in August 2023 from Fareham College, Eastleigh College and Southampton City College. We continue to see good coverage from this provision

HSDC Havant and South Downs College Group continues to accommodate over 1000 Portsmouth full time students and remains with active provision in the city for adults

All 3 colleges groups support provision across age ranges and work closely as Patrons of Shaping Portsmouth to support local need response work.

The Skills Strategy review (Appendix C) reflects the current updates. Not covered is the current ONS data anomaly where we have a challenge logged as level 3 and 4 attainment under latest published data has seen a sharp increase. Source information has been questioned and we are awaiting a formal response to ensure that we have reliable local data which reflects the local intelligence provided by our college and training provider network.

### **Shaping Portsmouth**

Portsmouth City Council remain a supporting Patron of Shaping Portsmouth, joining over 45 businesses in this sponsorship of the organisation. The organisation continues to deliver across the 3 pillars of Business, Community and Education to ensure local need responses in line with the Imagine Portsmouth City Vision.



**THIS ITEM IS FOR INFORMATION ONLY**

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It is noted that the current CEO is due to retire in January 2024 and the recruitment for a replacement is live.

.....  
Signed by (Director)

**Appendices:**

Appendix A Economic Development Regeneration Strategy Action Plan 2023 (available on request from Jane Lamer as too large to print)

Appendix B Portsmouth Annual Economic KPI Targets 2023

Appendix C Portsmouth Skills Strategy review 2022 (Feb 23)

**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
Economic Development and Regeneration Strategy 2019-2026	<a href="#">Portsmouths economic development and regeneration strategy 2019-2026</a>
Skills and Labour Market Strategy 2020-2025	<a href="#">Skills and Labour Market Strategy 2020-2025 (portsmouth.gov.uk)</a>
Social Value Policy 2021	<a href="#">Social Value Policy March 2021 (portsmouth.gov.uk)</a>

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Key objective	Item ID	Item Title	Lead	Key Deliverables	Progress	Status	Next Steps	Impact	Notes	Link	Responsible
Key objective 4.3 Improve the city's housing offer	4.3.1	Development of 13 new houses on the site part of Rowan Road	Head of Development	PfMC has delivery plans.	Completed	OK			Rowan has completed its first development at The Brewery, Hambleton Street which has produced 17 high quality apartments available for both private rent and key worker tenancies. In addition Rowan continue to explore the site for potential development opportunities. We are now working on a detailed outline plan for the site. We will enable Rowan to act as a market developer and deliver projects including private rental which previously may not have been possible or that is not being delivered by the private sector for many reasons. Rowan is assessing and developing business cases for a range of projects and will be looking to take the right mix of developments forward to add to the portfolio.	https://www.portsmouth.gov.uk/housing/rowan-road-development	38-41
	4.3.2	Three Street and City Centre development	Head of Development, Megan Brown, Strategic Project Manager	PfMC has delivery plans.	Completed	OK			Following from the Regeneration consultation, the City Council is now receiving applications for the Submission Local Plan. This includes following the principles agreed by Full Council on 11 October 2022 for development on Three Street and Victoria Road East, which will be delivered as a strategic site in the Plan Submission Plan. <a href="https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022">https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022</a>	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41
Key objective 4.4 Upgrade local place infrastructure and enhance the city waterfront	4.4.1	Effective plan to allow regeneration on the site part of Rowan Road	Planning/Operations Support Officer	July 2023	Completed	OK			Neighbourhood CIL funding can be spent on a wide range of things near the rest of the city, if it meets the requirement to support the development of the area by (a) the provision, improvement, replacement, operation or maintenance of infrastructure; or (b) anything else that is considered addressing the identified development issues on an area.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41
	4.4.2	Southsea Coastal Scheme delivery works, which incorporate the waterfront from Old Portsmouth to Eastney, are currently scheduled to complete in 2026 and offer an opportunity to reconstruct the waterfront offering	PfMC and LEP has targets and milestones adopted by July 2023.	Summary of planned benefits and outline of projects within coastal scheme programme	Infrastructure City Manager	Completed	OK		The Southsea Coastal Scheme delivery works, which incorporate the waterfront from Old Portsmouth to Eastney, are currently scheduled to complete in 2026 and offer an opportunity to reconstruct the waterfront offering <a href="https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022">https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022</a>	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41
Key objective 4.5 Increase digital connectivity and wireless capacity	4.5.1	Local Plan Five Year Review	Head of Planning Policy and Local Plan Team	LPH has targets.	Completed	OK			Neighbourhood CIL funding can be spent on a wide range of things near the rest of the city, if it meets the requirement to support the development of the area by (a) the provision, improvement, replacement, operation or maintenance of infrastructure; or (b) anything else that is considered addressing the identified development issues on an area.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41
	4.5.2	Head of Planning Policy and Local Plan Team	Targets in LDP.	Completed	OK			Local Government has allocated £1.7m funding to PCC to install around 330 EV charging points on street across the city over the next year as part of phase 3 of the On-Street Residential Charging Scheme (OSRCS) to be completed in 2023-2024. Over the three years it will have been allocated approximately 127 tonnes of CO2e have been saved by electric vehicles utilising the charge points. EV charge for both public and private (PVC) were installed by summer 2023 with a further three planned for later in 2023. As part of the South Coast Transport Zone programme, the 'Shared Mobility as a Service (SMaaS)' app was launched in October 2022. This app allows the use of the planning, parking, payment and booking for most modes of transport across Portsmouth, Southsea, Southsea and the Isle of Wight through a single smartphone app, improving ease of travel between modes. Newcomer transport modes in the app include, taxis, hire bikes, and hire e-scooters. There are plans to add further operators, modes of transport and bikes to the app during 2023 into 2024.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41	
Key objective 4.6 Enhance Portsmouth's environmental and wildlife assets and tackle climate change.	4.6.1	Head of Planning Policy and Local Plan Team	Targets to programme successful LEP led by 31/10/23.	Completed	OK			The work of the Port Area Board has recently been independently reviewed. Findings of this report identified the level of integration that has been achieved by Port Area Board and Port Area and the plan for the 21st year and overall an impressive. A further detail that Port Area Board has achieved with reach, strong profile and there is a sense of momentum, with new projects and different engagement being rolled out. The report also notes a number of areas where LEP Group can continue to support the board in the delivery of their strategic objectives. Further regular engagement with the board is planned and we continue to work closely with the Harbour to ensure the protection of the assets and objectives.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41	
	4.6.2	Assistant Director and Head of Planning Policy	£11,100,019 approved by Planning committee successful LEP led via PPF 4 year 2023.	Completed	OK			There is a climate mitigation strategy however, there is a lack of published change around this at the moment so there is uncertainty over its future. <a href="https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022">https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022</a>	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41	
Key objective 5.1 Invest and enhance the urban, cultural and creative economy.	5.1.1	Cultural Change Board	Action plan for the Board approved following work by 20th June 2023.	Completed	OK			The Climate Change Board had a transformation from its original remit to an organisation based more around community engagement and action. The proposal, which was shared in detail in previous Board meetings, for the formation of the Board to become legally incorporated as a CIC, and then later progress to a CIO. This will allow it apply for grant funding to deliver community climate action programmes as well as continue to manage existing projects such as Water Estuary. As part of the change the members / associates of the Board making the proposal would like to keep the website and email address but remove the word Board and make the new website those in our database going from the option to opt out of further communication.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41	
	5.1.2	University of Portsmouth	LEP led to successful and centre is built by 31/10/23.	Completed	OK			The University of Portsmouth has been successful in securing funding for the building of the new building at the University of Portsmouth. The building will be a state-of-the-art facility, designed to provide a high-quality learning and research environment. The building will be a state-of-the-art facility, designed to provide a high-quality learning and research environment. The building will be a state-of-the-art facility, designed to provide a high-quality learning and research environment.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41	
Key objective 5.2 Increase the success of business start-ups and support existing businesses.	5.2.1	Chair and Board of Portsmouth Creatives with Communications and Partnership Manager at head	Business Plan targets.	Completed	OK			This is already reported through other notes as these are culture initiatives.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41	
	5.2.2	Head of Planning Policy and Local Plan Team	Marketing plan targets including visitor numbers.	Completed	OK			The Visit Portsmouth team look over the business tourism marketing with VPs - Venues in Portsmouth pages on the Visit Portsmouth website. This is reported against their own Tourism Strategy 2021 - 2026.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41	
Key objective 5.3 Increase the success of business start-ups and support existing businesses.	5.3.1	Senior Planning Officers & Local Plan Delivery Officers	New Hotels developed opposite Park Station and Portsmouth point site.	Completed	OK			Planning application submitted to confirm The Royal Maritime Museum in Portsmouth into a five star luxury hotel. The Grand Hotel Excelsior International Limited applied for the formal change of use of the building and a series of small extensions to allow the conversion of a 100-bed hotel. This hotel will deliver a high quality hotel and also provide a high quality accommodation offering for the city. The hotel will deliver a high quality hotel and also provide a high quality accommodation offering for the city.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41	
	5.3.2	Senior Planning Officers & Local Plan Delivery Officers	Business plan has targets to be achieved by end of 2023 on targets number of conference hotels.	Completed	OK			Unfortunately the conference business has been in decline since the pandemic. However, information on many of the venues in the City was gathered by Visit Portsmouth, Team and information is hosted on the Visit Portsmouth website, and is a combination of some representation at the annual NEFC Conference in London. The feedback we had most venues has just about recovered most of it but pre-pandemic business has not returned.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41	
Key objective 5.4 Increase the success of business start-ups and support existing businesses.	5.4.1	Director of Regeneration, Leisure and Heritage	Likelihood targets.	Completed	OK			Had £1,500,000 of help of 18 new occupiers £1,500,000 of which was during COVID equating to £2.13m with 14 new tenants including 8,200 sqft. Several relocations either existing or downsizing buildings 12,500 sqft. Received an award for South Coast Property of the Year 2021 and South Coast Business Park of the Year 2022. Lettings is projected to 100% given energy and going forward with the PPV will be generating up to 20% the first year after a lot of support with on site. Key to success to keep 24 the location of occupiers. The team responsible for the site is Portsmouth Regeneration and Planning, and is a combination of some representation at the annual NEFC Conference in London. The feedback we had most venues has just about recovered most of it but pre-pandemic business has not returned.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41	
	5.4.2	Head of Economic Growth	Improve on FDI success each year for Portsmouth.	Completed	OK			Award Investment Received 24 enquiries on suitable sites & premises in the city from which 14 were referred from Dept of Business and Trade (formerly DTI) and 10 via our investment@portsmouth.gov.uk. Received closely with the Department for Business & Trade (formerly DTI) that their investment teams are promoting links and investment into our 'Preferred sites list' (Preferred and Gateway Parks) which has also generated a good level of interest from overseas investors in the past year.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41	
Key objective 5.5 Increase the success of business start-ups and support existing businesses.	5.5.1	Head of Economic Growth	Completed by 31/10/23	Completed	OK			Portsmouth Regeneration and Planning are in the process of a strategic review, part of which will be to review the way the team is working under the new Portsmouth Strategy. The team will be looking to ensure that the team is working in the best way possible, and that the team is working in the best way possible, and that the team is working in the best way possible.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41	
	5.5.2	Head of Economic Growth	Completed by 31/10/23	Completed	OK			International partnerships (Water City) The Mayor's Visit to the North East Tour 2022: The Mayor and Mayor's Office visited Portsmouth in January 2022 to sign the new Water City Agreement, tour of the city and focused business meetings, plus a sector focused business networking event attended by over 100 members, visitors & business organisations. 2022: The Mayor's Visit to the North East Tour 2022: The Mayor and Mayor's Office visited Portsmouth in January 2022 to sign the new Water City Agreement, tour of the city and focused business meetings, plus a sector focused business networking event attended by over 100 members, visitors & business organisations. 2022: The Mayor's Visit to the North East Tour 2022: The Mayor and Mayor's Office visited Portsmouth in January 2022 to sign the new Water City Agreement, tour of the city and focused business meetings, plus a sector focused business networking event attended by over 100 members, visitors & business organisations.	https://www.portsmouth.gov.uk/council/consultations/development-plan-submission-2022	38-41	


Target	Baseline	2018 Target	2018 Status	2017-2018 (Baseline period)	2018-2019 (Current period)	2019-2020 (Current period)	Change on previous year period	Change on 2017 baseline	% target achieved	Number of jobs created to reach 2018 target	Comments
1. Target 2,000 new jobs in Portsmouth in 2018	1,000	7,000	112,200	101,200	4,500	11,500	103,500	2,500	36%	5,500	Date includes September 2017 - partial vacancy figure. Data correct from October 2017 baseline. Full-time vacancy figure.
2. Target As many as 100,000 new jobs in Portsmouth by 2025	100,000	7,000	112,200	101,200	2,500	11,500	103,500	3,000	3%	8,500	Some early data available for consistency (i.e. 12 months in December)
3. Target £1.5bn in new private sector investment in Portsmouth by 2025	100,000	7,000	112,200	101,200	2,500	11,500	103,500	3,000	3%	8,500	Some early data available for consistency (i.e. 12 months in December)
4. Target £1.5bn in new private sector investment in Portsmouth by 2025	100,000	7,000	112,200	101,200	2,500	11,500	103,500	3,000	3%	8,500	Some early data available for consistency (i.e. 12 months in December)
5. Target £1.5bn in new private sector investment in Portsmouth by 2025	100,000	7,000	112,200	101,200	2,500	11,500	103,500	3,000	3%	8,500	Some early data available for consistency (i.e. 12 months in December)

K Target	Baseline		2017-2020 (average period)				2017-2020 (average period)				Comment
	2017	2020	Percentage Point change to 2017 baseline	% target	Percentage Point change to 2017 baseline	% target achieved	2018	2019	2020	% target achieved	
K1: 8% with no qualifications in 2020 compared to 5.7% in 2017	5.7	8.0	2.3	40%	2.3	40%	2.3	2.3	2.3	40%	8% with no qualifications in 2020 compared to 5.7% in 2017
Responsible Lead(s)	75	75	0.1	2%	0.1	2%	0.1	0.1	0.1	2%	8% with no qualifications in 2020 compared to 5.7% in 2017
K2: 8% with no qualifications in 2020 compared to 5.7% in 2017	5.7	8.0	2.3	40%	2.3	40%	2.3	2.3	2.3	40%	8% with no qualifications in 2020 compared to 5.7% in 2017
Responsible Lead(s)	75	75	0.1	2%	0.1	2%	0.1	0.1	0.1	2%	8% with no qualifications in 2020 compared to 5.7% in 2017

K Target	Baseline		2017-2020 (average period)				2017-2020 (average period)				Comment
	2017	2020	Percentage Point change to 2017 baseline	% target	Percentage Point change to 2017 baseline	% target achieved	2018	2019	2020	% target achieved	
K3: 8% with no qualifications in 2020 compared to 5.7% in 2017	5.7	8.0	2.3	40%	2.3	40%	2.3	2.3	2.3	40%	8% with no qualifications in 2020 compared to 5.7% in 2017
Responsible Lead(s)	75	75	0.1	2%	0.1	2%	0.1	0.1	0.1	2%	8% with no qualifications in 2020 compared to 5.7% in 2017

Source: ONS

## Portsmouth City Council

### Internal Report

#### Portsmouth Annual Economic KPI Targets 2023 Update

Report by Kim Pellett

Date 17/10/23

Summary:

#### **Target 1: 7,000 more jobs in Portsmouth in 2036 than in 2017**

The pandemic affected employment in Portsmouth in 2020 causing the target to fall 57% below the 2036 baseline target with no job creation. However, the economy largely rebounded in 2021 and the data shows job creation of around 2,000 more employees on 2020 levels to reach 103,000, but still 29% below the baseline target (although effectively halving the 2020 deficit). The long-term job creation target still remains below the 2017 baseline, with 9,000 additional new jobs required by 2036 to meet 112,000 jobs.

#### **Target 2: An extra 7,000 Portsmouth residents in work by 2036 compared to 2017**

Portsmouth's resident working age (16-64-years) employment levels for 2022 met 11% of the 2036 baseline target, which is a backwards step compared to 2021 estimates (53% met). This is partly explained by rising non-participation in the labour market in 2022 (early retirement and/or long-term illness) alongside a number of headwinds faced by businesses (war in Ukraine, rising energy and labour costs, skills shortages). A further 6,200 residents need to be in employment by 2036 to meet the baseline target.

#### **Target 3: £60,000 of GVA per person by 2036 compared to £45,000 in 2017**

The productivity KPI measure continues to see improvement and on the latest data close to two thirds (64%) of the 2036 baseline target has already been met by 2022. To reach the baseline target a further £5,400 per filled job in productivity is required by 2036.

#### **Target 4: £1,000 a week average earning by employees in Portsmouth by 2036 compared to £500 today in 2017**

Earnings growth has seen a steady improvement on the 2017 baseline, and 2022 data is four percentage point higher on the previous year. On the latest 2022 data, 28% of the 2036 baseline target has been met and an additional £360 is required to meet the target. It more than likely that record wage inflation seen in 2022- 2023 will result in further earnings growth in next year's data.

### **Target 5: 5% with no qualifications in 2036, compared to 7.5% today in 2017**

The percentage of Portsmouth residents with no formal qualifications has improved on the previous year by 16 percentage points, with 72% of the 2036 baseline target met by 2022. A further decrease of 0.7% is needed to reach the 2036 target. Increased participation in education and reskilling alongside a natural decline in the elderly population, who are more likely not to have formal qualifications, will naturally see a decrease for this measure.

### **Target 6: 40% educated to at least NVQ (RFQ) Level 4 by 2036 compared to 35% today in 2017**

The target for Portsmouth residents educated to at least NVQ/RQF<sup>1</sup> Level 4 was already met in 2021. The target remains met in 2022, although the percentage has slipped from 46.8% to 44.5% (nonetheless nearly twice the baseline target). There is some concern over the reliability of the APS<sup>2</sup> data but going forwards the main area of concern for Portsmouth will be ensuring that the 40% 2036 target threshold is not breached in future years.

#### Notes

1. The NVQ framework has been replaced by the RQF (Regulated Qualification Framework which replaced the Qualifications and Credit Framework, and National Qualifications Framework in October 2015.). All data for 2022 onwards comes under RQF and pre-2022 data under NVQ. The main difference is an extra entry level under RQF. Otherwise all levels 1 through to 8+ are broadly equivalent.
2. Next year the new Transformed Labour Force Survey will filter through to a larger sample size for the Annual Population Survey that provides measures for KPI target 1, 5 and 6. This should result in more precise and reliable estimates. However, it could affect annual comparisons.

**Portsmouth City Council**

**Skills Strategy review 2022**

**Author** **Stephanie Parker**

**Date** **6/2/23**

**Summary:**

**Theme 1 Inspire**

*Objective 1.1*

*Encourage a skills-progression mentality across the city.*

In 2022 the skills partnerships across the city delivered:

Future Portsmouth 2022- Online event to reflect continuing uncertainty around face to face events. Increased business attendance figures on 2021.Future Portsmouth 2023 will run face to face.

During National Apprenticeship Week the Apprenticeship Bus visited 9 secondary schools across 3 days, with 856 students being able to participate in meetings with 35 apprentices across a range of sectors. Some apprentices were able to attend on more than one day, allowing 48 apprentice engagements across the period. This is a joint project with PCC, Shaping Portsmouth, Solent Skills and Apprenticeship Hub and the University of Portsmouth.

Portsmouth City Councils Economic Growth Manager now sits as a non-executive director of Shaping Portsmouth to assist with strategic partnership building and programme delivery between businesses and skills delivery partners. Portsmouth City Councils Employment and Skills Lead now sits as the co-chair for the Skills and Employability strand of Shaping Portsmouth, supporting programme delivery across the City.

*Objective 1.2*

*Increase workforce retention and support the development of resident skills to allow city opportunities to be obtained*

Universal credit claimant numbers show an increase in people securing sustainable employment, with claimant numbers reducing from approximately 7,200 in January 2022 to approximately 6,300 in December 2022.

In 2021/2022 the number of working apprenticeships within the City was 1340, this is an increase on 2020/21 which was 1220 (data via Shaping Portsmouth).

In 2022 the 'Digital City Project' was established, with the aim of 'Technology for children, technology for adults, technology for all'. This project has ambitious



continuation plans for 20223-2025 to develop, embed and support the initiative across the City.

PAYE employment continued to rise to hit a new record high of 93,600 pay rolled employees in November 2022, however median pay roll earning in Portsmouth reduced by approximately 7%, with inflation significantly eroding real earnings. The gap between private and public sector wage growth is near a record high.

### *Objective 1.3*

*Strengthen and improve the Career Information and Guidance (CIAG) available to all residents*

Portsmouth City Council's education teams Careers and Apprenticeship Show took place at Portsmouth Football Club in September. 797 young people, parents and careers from 11 schools attended the event. 32 employers and 10 training providers were in attendance to ensure young people were aware of post-16 opportunities open to them.

During National Apprenticeship Week the Apprenticeship Bus visited 9 secondary schools across 3 days, with 856 students being able to participate in meetings with 35 apprentices across a range of sectors. Some apprentices were able to attend on more than one day, allowing 48 apprentice engagements across the period. This is a joint project with PCC, Shaping Portsmouth, Solent Skills and Apprenticeship Hub and the University of Portsmouth.

Shaping Portsmouth, via the 'Explore Your Future Program' showcased the best opportunities for our future generations. Over 30 Career stories on video created across the spectrum of our industries. In 2023 this programme plans to move to an in-school delivery and awareness programme.

*Objective 1.4 Promote inclusion and employability for all to ensure a career and skills development pathway for everyone.*

The SEND Employability Group is supporting the development of supported internships and work placements for young people with SEND. This has resulted in a Supported Internship Programme at QA Hospital and the Café at Southsea Library being ran as a joint project with City of Portsmouth College, Redwood Park School and Mary Rose School.

In 2022 Portsmouth City Council continued delivery of the 4 year DWP Restart programme to support unemployed adults into work. In 2022 Restart recorded 931 job entries.

The joint delivery programme from our Regeneration and Children's, Families and Education directorates, in partnership with DWP continued into its second year of a 2-year funded youth hub to support young people aged 16-24 years old and in receipt of universal credit into work. In 2022 the Hub received 284 JCP referrals and placed 180 people into employment. This gave a referral to employment ratio of



63.4%. In total since the project began in 2021, 310 claimants have been supported into sustainable employment.

## **Theme 2 integrate**

### *Objective 2.1*

*Ensure employers are at the heart of technical and vocational training*

The Shaping Portsmouth Skills Provider group, that was re-established in 2021, has met and worked with major developers in the City to ensure opportunities through S106 Employment and Skills Plans are achieved with relevance to site/trade requirements. This group includes the 3 travel to learn colleges and independent training providers and is supported by Solent Apprenticeship and Skills Hub.

The Hampshire Chamber of Commerce was designated as the 'Employer representative body' to lead the Local Skills Improvement Plan (LSIP) for the Solent area. Portsmouth City Councils Economic Growth Manager and Skills and Employment Lead sit on the steer group to ensure focus on Portsmouth businesses and Portsmouth outcomes. The Department for Education has made an initial fund of £365,000 available for the Chamber to develop the LSIP from September 2022 to March 2023. A further £185,000 will be made available from June 2023 to March 2025 to keep the plan refreshed and support stakeholder engagement.

SkillsLabs ran in 2022, serving as an interactive hub to link employers to skills providers across the Solent. This was based in the Fareham College business centre, but was a partnership between 10 local colleges led by Fareham College and supported by Portsmouth City Council to develop curriculum delivery around the priorities of Marine, Digital and Net Zero.

Preparations for the third Portsmouth Business Week took place, with a date set for February 2023. This week-long festival of enterprise will provide free business events throughout the City, allowing business to interact around matter such as best practice, funding opportunities and solutions for future success.

### *Objective 2.2*

*Provide fully comprehensive business support to assist businesses with their current and future workforce needs.*

Shaping Portsmouth's Employer Survey which was planned for late 2022 has been scheduled to take place in Summer 2023.

Future Portsmouth 2022 continued its skills and apprenticeship promotion to an audience of approximately 100 businesses.

### *Objective 2.3*

*Work to increase the amount of Portsmouth residents that have higher qualifications, specifically apprenticeships*

The Solent Apprenticeship and Skills Hub continues to work with business in the City of Portsmouth offering an independent skills brokerage service to business to assist workforce growth and skills development. Approximately 54 employers in the City of Portsmouth were engaged with in 2022 which has resulted in 30 apprenticeships.

#### **Objective 2.4**

*Decrease the amount of Portsmouth residents who have no or low-level qualifications*

Multiply is part of the UK shared prosperity fund (UKSPF) which replaces European Social Funds (ESF) from 2022. Multiply is the first priority of the UKSPF, and aims to support the £17M adults in England that have under-developed Maths skills. Portsmouth was allocated approx. £1.1MILL to spend from April 2022-March 2025. The Learning Place will take the lead on this programme delivery for PCC.

The Employment and Skills officer is working with planning colleagues to implement best practice within our Employment and Skills Plans for section 106 permissions to ensure that the council ensures best value from this work as part of our Social Value commitments in 2022. All sites that completed their ESP requirements in 2022, met their benchmark targets which included industry and nationally accredited training.

### **Theme 3 - Partner**

*Objective 3.1 Create a clear communication network for skills partnership within the city to use in relation to skills and the workforce.*

The joint LEP post with Children, Families and Education supports schools to develop their careers strategy and deliver high quality careers education and impartial guidance. This has resulted in all schools improving their Gatsby benchmarks

*3.2 Continue existing and develop new programmes and projects designed to support organisation and employers employ and train vulnerable adults*

Shaping Portsmouth developed a wealth of resources for businesses to use which included:

- Mental Health Work, Mind mental health support, Stress Management
- Health and Safety, Physical Activity, Employer Toolkits
- Developing a positive health and wellbeing practice in the workplace

*Objective 3.3 Work to create a skills and learning provision that is focused on economic growth and prosperity for the city of Portsmouth*

The Solent Apprenticeship and Skills Hub continues to work with business in the City of Portsmouth offering an independent skills brokerage service to business to assist workforce growth and skills development. Approximately 54 employers in the City of Portsmouth were engaged with in 2022 which has resulted in 30 apprenticeships.

### *Objective 3.4 Encourage and support clean growth education, skills and training*

In May 2022 City of Portsmouth College opened its Net Zero Hub in collaboration with Net Zero Training, working within the Sustainability sectors. This hub offers green skills and education training. Courses began running in September 2022.

Planning for Future Portsmouth 2023 has begun with the decided theme being 'sustainability'. This event will see employers and skills providers in the green sector being brought together to discuss education and training for the future workforce.

## **Theme 4 - Respond**

### *Objective 4.1 Workforce reskilling*

In 2022 Shaping Portsmouth continued its successful Crowdunder project. £835,000 has been raised since the project began three years ago from over 318 projects. An agreement has been made for an extension of the project into 2023, with regular clinics continuing.

A further Shaping Portsmouth project supporting businesses develop their digital capability against the increased needs (including cyber security). This initiative was established in 2022 with ambitions plans of development and business embedding through to 2025.

Following the success of the 2021 Shaping Portsmouth Skills and Employability 100 in 100 programme, which secured 413 vacancies and 269 young people into employment during 100 days, plans for a second project were agreed and planned. Made in Pompey will launch in 2023.

At its completion in March 2022, Portsmouth City Council supported 282 young people move from claiming universal credit to employment by acting as a Kickstart Gateway for Portsmouth businesses.

The Shaping Portsmouth partnership, including Portsmouth City Council continues to actively support businesses and promote the use of funding to support training and business development working in partnership with all skills providers and the independent information advice and guidance delivered by Solent Apprenticeship and Skills hub.

### *Objective 4.2 Redundancy Support*

Portsmouth City Council commenced delivery of the covid response DWP programme, JETS (job entry targeted support) in Sept 2020. In 2022 the JETS programme supported 222 individuals into sustained employment.

In July 21 the council commenced delivery of the 4-year DWP unemployment programme Restart. In 2022 the Restart programme supported 931 individuals into sustained employment.

This skills development work collaborates closely with the wider economic growth team to promote opportunities to employers and ensure the promotion and encouragement of apprenticeship and other funded support for businesses. This includes support for the Children's, families and Education SEND work supporting young people with special educational needs, and the delivery of the Work and Health unemployment programme which continues to support adults with multiple barriers (including health conditions) move into work which commenced in 2018 and ends in 2023. In 2022 the Work & Health programme supported 205 individuals into sustained employment.

*Objective 4.3 Alignment for recovery funding*

The wider economic growth team continue to work with other business support partners and funders to promote and secure funding for Portsmouth businesses. This work includes crowd-funder which is now an exemplar for other local authorities

*Objective 4.4 Young people*

The joint LEP post with Children, Families and Education supports schools to develop their careers strategy and deliver high quality careers education and impartial guidance. This has resulted in all schools improving their Gatsby benchmarks

The joint delivery programme from our Regeneration and Children's, Families and Education directorates, in partnership with DWP continued into its second year of a 2-year funded youth hub to support young people aged 16-24 years old and in receipt of universal credit into work. In 2022 the Hub received 284 JCP referrals and placed 180 people into employment. This gave a referral to employment ratio of 63.4%. In total since the project began in 2021, 310 claimants have been supported into sustainable employment.

# Agenda Item 6



## **THIS ITEM IS FOR INFORMATION ONLY**

**(Please note that "Information Only" reports do not require Integrated Impact Assessments, Legal or Finance Comments as no decision is being taken)**

<b>Title of meeting:</b>	Culture, Leisure and Economic Development Decision Meeting
<b>Subject:</b>	Library Outreach Team Update
<b>Date of meeting:</b>	17 November 2023
<b>Report by:</b>	Director of Culture, Leisure and Regulatory Services
<b>Wards affected:</b>	All

---

### **1. Requested by**

### **2. Purpose**

**2.1** To explain the role of the Library and Archive Service's Learning and Engagement Team and update the Portfolio Holder on how the team's work feeds into the Libraries Connected Universal Offers and the Portsmouth City Council Corporate Plan.

### **3. Information Requested**

#### **3.1 Why is there a Learning and Engagement Team in the Library and Archive Service?**

**3.1.1** The Learning and Engagement Team is essential to service development. Without the outreach and development work the team does the Library and Archive Service cannot identify potential users, build relationships with service providers in the city, discover why people stop using libraries and what the barriers to usage might be, coordinate a diverse range of events that support the day-to-day frontline activities and deliver externally funded projects.

**3.1.2** There is a responsibility for Libraries and Archives to do this work to ensure they remain relevant and accessible to residents and visitors to Portsmouth. There is also a statutory duty to ensure the Service meets equalities law and meets the needs of people with protected characteristics.



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**3.1.3** The team's work is critical to all of this, and it is essential they have the capacity and time to deliver this work, especially given that the frontline teams do not.

### **3.2 Who are the Learning and Engagement Team?**

The team is made up of highly knowledgeable staff with a combined experience of almost one hundred years working in libraries or working with communities and delivering outreach.

#### **3.2.1 The team:**

- Volunteer Futures Project Officer - is a two-year Arts Council England funded post of £130k to manage the Volunteer Futures project for the Culture and Regulatory Service. The remit of this role is to extend volunteering to groups who may not normally have the opportunity to volunteer and to ensure a city-wide approach to volunteering.
- Vision Impairment Officer: works to support people with print and vision impairment across the city through one-to-one support, classes, groups and workshops and supporting other Council services.
- Learning and Outreach Officers (x 2): work out in the community delivering books to housebound people, supporting volunteers, visiting schools, nurseries and groups, arranging and delivering workshops and managing, delivering, and supporting outreach projects and events. Both officers also have an important role in leading children's services in libraries- managing and delivering the Summer Reading Challenge each year and managing and selecting children's stock.

### **3.3 The Universal Library Offers and Corporate Plan**

The recent Libraries for living, and for living better report by Libraries Connected, Arts Council England and others (Appendix A) estimates that the Library Services in England can generate social benefits to their communities to a value of at least £3.4bn per year - at least six times their annual running cost. These benefits come from the positive and beneficial work libraries do in several areas which can link to into the Libraries Connected Universal Offers for Libraries and the Portsmouth City Council Corporate Plan 2023-24. The national library offers aim to connect communities, improve wellbeing, and promote equality through learning, literacy and cultural activity and act to underpin everything public libraries do, providing a



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benchmark as to what libraries should be delivering. The Corporate Plan prioritises a city vision that focusses on a healthy and happy city; a city of lifelong learning; a city rich in culture and creativity; a green city; a thriving economy and a city with easy travel. The work our team does in these areas delivers the Offers and City Vision in the following ways:

### **3.3.1 Culture and creativity**

- BookFest - the yearly Portsmouth BookFest is managed by the Service Development Manager with the Learning and Engagement Team. It is a three-week festival of events and workshops aimed at increasing access to books and reading with a specially dedicated children's week. The festival includes many cultural events presenting authors, facilitators, book characters and the chance to hear informative events with debate.
- Art and crafts workshops - libraries play a crucial role in maintaining access to arts and crafts for children during school holidays and in providing opportunities for adults to benefit from learning new skills and meeting new people at the clubs and workshops.
- Libraries of Sanctuary application and events - the team are leading an application for Portsmouth Library and Archive Service to become a Library of Sanctuary, providing welcoming spaces, outreach activity and signposting for asylum seekers and refugees.

### **3.3.2 Health and wellbeing/A healthy and happy city**

- Wellbeing zones - all libraries stock a wide range of books and information on health and wellbeing topics, coordinated and purchased by the Learning and Engagement Team. The Wellbeing Zones empower customers to support their own health and wellbeing and relieve pressure on busy health services.
- Workshops and talks - The team have organised talks for the public and practitioners to support the Wellbeing Zones. Successful events have included talks on Obsessive Compulsive Disorder and on Autism.
- Hosting social and support groups in libraries - The team successfully applied for funding from The Reading Agency to develop Reading Friends

groups in the city. The team are supporting a very successful group at Cosham Library with the aim of helping people make social connections





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through reading and another group has started in Southsea Library. In addition to Reading Friends, the team support the reading groups service, buying book sets for the service and starting and supporting new groups. For some attendees the reading groups provide a vital support to their wellbeing, making new friends, having the chance to express themselves through the topics the books cover and during the pandemic, the groups valued the chance to meet online.

- Volunteering - The team support many volunteers to develop new skills and volunteering can greatly enhance wellbeing. The Volunteer Futures Officer has recruited a wide range of volunteers to support a host of library activities. The volunteering in a supportive environment has increased the volunteers' confidence and in some cases is the only activity they have been able to leave the house for.

### **3.3.3 Information and digital/Lifelong Learning/A thriving economy**

- IT workshops - The team set up and manage several IT workshops run in partnership with local learning providers. These workshops support essential IT learning, particularly amongst those who may not be confident using computers, as well as more creative sessions on using IT to support photography or socialising. The team have also supported job seekers back into work through help with using job seeker websites and creating CVs. The team also set up Code Clubs to support young peoples' IT progress.
- 60+ festival workshops - the team put on several successful workshops and sessions for the 60+ festival aimed at increasing confidence in using library digital services and taking part in fun learning opportunities.

### **3.3.4 Reading**

- BookFest - aims to make reading and book events accessible to residents. This is largely achieved through making ticket prices affordable (with discounted options for some events), using a wide range of venues not necessarily associated with books, through family friendly events and by presenting a diverse range of speakers.
- Book promotions - the team works with the Information and Learning team to present book promotions that mark important dates in the calendar such as Black History Month, LGBTQ+ History Month, Pride Week and Refugee Week.





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- Bookstart - this is a National scheme that the team deliver locally to provide book packs and library information to children in need across the whole city.
- Housebound Library Service- the team deliver books to the housebound throughout the whole city with the support of volunteers - a vitally important service to those who are unable to visit libraries.

### **3.3.5 Vision and print impaired peoples' promise**

- The Vision Impairment Officer supports a wide range of people with vision and print impairment. She offers one to one support - from assisting those who have been newly diagnosed with a vision impairment to those needing ongoing support. She provides IT classes on how to use VI software, Braille translation and advice on using the latest equipment. A successful VI reading group takes place weekly where members listen to eAudiobooks. Many clients are referred for support from other Council services.

### **3.3.6 Children's promise**

- Summer Reading Challenge and SRC+ - a large part of the team's work is in the management and delivery of the Summer Reading Challenge. This yearly initiative aims to increase children's confidence with reading during the school summer holidays and helps them to keep reading during the long break. The team coordinate a huge programme of promotion in the run up to the holidays visiting every school in Portsmouth to give talks at assemblies, using newsletters, press and social media to promote the Challenge, recruiting young volunteers to assist in libraries during the holidays and crucially, to run the Summer Reading Challenge + - a programme of activity that invites schools to nominate pupils who may not have the opportunity to participate in the Challenge during the holidays and instead support them to complete the Challenge in term time.
- Children's books - the team purchase children's books for the Service. This is an important role to ensure stock is carefully selected that meets the needs of local children and families and presents a diverse breadth of reading topics and different voices.
- Activities and events - the team support the frontline library teams to deliver children's activities and events in libraries. In 2021/2022 this included a Reading Agency funded STEM project called Reading Sparks. The team delivered some highly successful STEM based activities and workshops in libraries and beyond including slime workshops, space and the solar system.

### **3.3.7 A Green City/ A city with easy travel**



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- Public Libraries are the ultimate book recycling centre- borrowing rather than purchasing books is better for the environment and saves money. This has further been enhanced by the availability of an eBook service for customers which is available 24/7 from the comfort of home.
- Portsmouth residents are never further than a 20- minute walk from a library meaning that the use of transport is minimised. The Mobile Library very successfully covers areas where residents have further to travel for services such as in Eastney, Drayton and Farlington. The Library Service also offers free reservations so that residents can have books from other libraries delivered to their local library.

.....  
 Signed by  
**Stephen Baily**  
**Director of Culture, Leisure and Regulatory Services**

**Appendices:**

Appendix 1 - Libraries for Living and for Living Better

**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

# Libraries for living, and for living better





# Libraries for living, and for living better



The value and impact of public libraries  
in the East of England

Report for Libraries Connected East  
June 2023

University of East Anglia  
CreativeUEA and  
Health Economics Consulting

Authors:

John Gordon, Anna Blackett,  
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**CREATIVE ✦ UEA**

Health   
Economics Consulting

 **Libraries  
Connected**



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**We estimate a national value**



**of library services of £3.4bn.**

£3.4

4bn



Libraries are places of living literacy, raising children's literacy levels and with potential to return a value of up to £60,000 throughout each child's lifetime.



## FOREWORD

Libraries Connected Eastern Region commissioned the production of a research report and development of an evaluation tool that would help measure, manage, and evidence the impact of social connections in libraries in May 2022. It has been a sector-led approach in partnership with CreativeUEA and UEA Health Economics Consulting, supported by Arts Council England and national Libraries Connected.

Libraries Connected East comprises Bedford Borough, Cambridgeshire, Central Bedfordshire, Essex, Hertfordshire, Luton, Norfolk, Peterborough, Southend, Suffolk, and Thurrock Library Services. The region includes a range of library governance models, including local authorities – both county and unitary – and various charitable independent models. Working collaboratively, we contributed to the development and funding of the project, for the benefit of the whole sector.

The ambition was to reach a credible, recommended methodology, a replicable framework for wider application and use, and articulate a return on investment, providing a financial value of social engagement. The result has been to deliver an academic research report that has also delivered extra monetary evaluation and provided an independent reflection on the provision of support for communities through the public library network.

The report acknowledges the complexity of valuing a holistic service and the many variables that apply; caution has been applied to ‘downstream’ assumptions, and the observation that many ‘intangible’ elements mean that the value of libraries may never be described definitively clarifies the role of public libraries. The report identifies how libraries provide safe and comfortable spaces where people can develop their literacy skills, and offer important support when individuals experience crisis moments of digital exclusion. Libraries are places of living literacy, raising children’s literacy levels and with potential to return a value of up to £60,000 throughout each child’s lifetime. This is one value calculation that can be adapted and used locally by professionals working with libraries in other areas of the nation.

**The authors of the report estimate that library services in England can generate social benefits to their communities to a value of at least £3.4bn per year** in relation to the three value dimensions investigated. Their modelling also suggests that **libraries’ return on investment is at least six times the known annual cost of running libraries nationally**. With a branch library typically providing a gross value of £1M (ranging between £600,000 and £1.5M depending on the volume, activities and before costs), this report opens the conversation for library services to develop recognition of the holistic impact they make on areas of society.

The publication of this report does not conclude the work; it intends to make recommendations and encourage continual reflection and cross-sectoral conversations. It enables the use of the evaluation tool (EVOLS) as an interactive model, which can be adapted for a wide range of social connections and interventions that are a regular feature of statutory library services now and for the future.



**Libraries are important places. They are institutions and mean so much to so many people.**

Library user in the Libraries Connected Eastern region

## INTRODUCTION

Libraries Connected East asked us to create a credible, replicable and recognisable methodology for articulating the impact of social engagement with public libraries. They also asked us to look at the value and impacts of public libraries around three themes: digital inclusion, health and wellbeing, and children's literacy.

We found that the three themes are inextricably linked in the work of the libraries we visited and studied, though we present the themes separately for clarity. We found many instances of activity ostensibly based on one of these themes having a major impact on the other themes. We provide examples throughout the body of this report.

The report presents a valuation tool which we created to estimate the monetary value of library service impacts, for example, in terms of benefit for taxpayers or at the level of families using a particular service at a branch library. We also present ten case study examples of stakeholder engagement with public libraries in the Eastern region.

We have grouped the ten case studies according to the three themes:

<b>Theme 1</b>  <b>Digital inclusion</b>	<b>Theme 2</b>  <b>Health, wellbeing and independent living</b>	<b>Theme 3</b>  <b>Children’s literacy and associated outcomes</b>
<p>Here we report impacts of free access to digital skills and devices for adults and families.</p>	<p>Here we report impacts of activities and events provided for adults.</p>	<p>Here we report impacts of targeted library programmes for children, young people and their families, also considering how programmes contribute to literacy recovery following the Covid-19 pandemic.</p>

For each case study, we present illustrations of monetary value and benefits using the valuation tool. We also present discussion of other aspects of value represented by each case study. We use the term ‘extra-monetary value’ to describe these aspects.

Our report offers stakeholders a picture of the value of library services from a variety of perspectives. We hope that the valuation tool presented here will be a useful resource for professionals working with libraries. It allows them to make meaningful estimates of the benefits of library services and programmes, identifying their value in monetary terms.

Though the valuation tool has been developed through research in the region represented by Libraries Connected East, we expect the tool to be useful for library professionals working in other areas of England and potentially across the UK.

We found that attempts to describe the value of libraries usually understate their reach and impact. Our research led us to reflect with care on what ‘value’ means when we describe the value of library services. Even when we measure only the monetary value of a service, we must decide how to assess elements of that service. What units of value, cost and benefit do we consider to arrive at an overall valuation of a service or programme? We discuss these decisions when we present the methodology adopted in the design of the valuation tool.

When we look beyond assessment of monetary value, value can mean many things. Stakeholders attribute value to activities according to different needs, purposes and beliefs. Some of the impacts we might value are relatively immediate, such as finding information to resolve a practical issue in a book or online. Other impacts may be less obvious or extend over time, for example, the outcomes of joining a ‘reading and

walking' group. Participating in a group of this type may shape our habits so that we spend time walking with others far into our future lives. Some of the impacts we have looked at begin outside the physical spaces of libraries, starting when library users engage with digital services online or when they use a mobile library service.

Our experiences of conducting research for this evaluation confirmed a picture that we also found in the research literature about libraries: the value of library services has many dimensions, and as a result it can be difficult to describe. Some of this may be because the availability of libraries is taken for granted, because libraries fulfil many functions, or because people are not entirely aware of what libraries offer (Moore, 2004). Sometimes not knowing what libraries offer today is linked to how rapidly libraries have changed in response to the growing availability of online information sources over the last two decades. If stakeholders have not visited libraries regularly in that period, their sense of what libraries offer may be out of date.

Recent research about public libraries suggests that these changes are part of a cultural shift where the functions of libraries are transforming concurrently with changes in public culture and civic engagement (Wyatt, Mcquire and Butt, 2018). International perspectives recognise that these are changes accelerated by advances in digital technology and education, but also by the global Covid-19 pandemic and the economic instability that we have experienced since (Connaway et al, 2021). The changes also bear directly upon the three themes we are investigating: new literacies are required for leisure and work, we may be included in or excluded from the public sphere in new ways, and the effects of those changing aspects of life and others shape our health and wellbeing anew. In this changing context, people may look to libraries for new reasons and value them for different qualities. Policy makers and other institutions may require or favour different functions and outcomes from library services at different times, so that the terms by which their value is judged also change. The value of libraries may never be comprehensively quantified.

Some factors influencing the value we attribute to library services are beyond the scope of this report. Previous studies examining the attractiveness of libraries to users have identified influencing factors that are external to library services, like their proximity to other public amenities and accessibility by public transport (Delrieu and Gibson, 2017). Our study does not explore these 'pull factors', rather it examines a selection of library services available in branches and online and what stakeholders value about them.

The libraries we visited, covering various locations of different population sizes, demographics and prosperity, had user populations that are reasonably representative of their local area. and we saw nothing to suggest differences in patterns of library use according to ethnicity. Our case studies describe activities in libraries in each of the regions represented by Libraries Connected East, and include examples from urban, rural and coastal branches. In this respect, we believe that when the ten case studies we present are considered as a group, they provide meaningful insights about what stakeholders value in library provision for literacy, health and digital inclusion. In the context of the other studies we have cited, it may also be reasonable to view our case



studies as a good indication of what library stakeholders value in libraries regardless of their socio-economic context.

The terms of reference for our study required us to articulate the value of services and activities provided by libraries. We recognise that libraries themselves are cultural assets with strong ties to their communities, and often to the heritage of their communities (Loach, Rowley and Griffiths, 2017). We believe our approach to making a valuation of library services articulates both the monetary value and the cultural value of services. It captures aspects of extra-monetary value at a generalised level but also at a micro level. We ask readers to consider the link between these levels as they read this report.

Our report shows that how library branches understand and respond to what their local communities value is itself a high-value feature of library services in general. Across our report, we seek to balance attention to the value of generalisable features of library services with consideration of value determined by context, and by the needs of library visitors and users in a given community and location. spaces of libraries, starting when library users engage with digital services online or when they use a mobile library service.

## THE INTRINSIC VALUE OF LIBRARY SERVICES

**Linked services support users' wellbeing across the life course**

Non-judgemental & inclusive spaces

*Frontline mediators for many public services & charities*

**Alleviate social isolation & loneliness**

**Strong links across the themes of Digital inclusion, Health, wellbeing and independent living, and Children's literacy**

Responsiveness of library professionals

***Services & resources for living, and for living better***

Creative in providing diverse activities within tight financial constraints

**Support when  
people experience  
crisis moments**

*Provide training for  
digital technology*

**Free access to many  
digital resources**

**Link equipment,  
skills and  
connectivity**

Provide IT services  
for all

## THE VALUE OF LIBRARIES FOR HEALTH

**Support  
independent  
living**

Improve wellbeing  
across the life course

**Offer  
information  
on health and  
wellbeing**

*Signpost people to  
health and social  
care services*

Provide other  
opportunities  
for learning  
new skills

**Partnerships to improve health  
and wellbeing for adults**

**Support community service**

Support GPs  
and other  
organisations  
for social  
prescribing

**Long-term  
intergenerational  
benefits**

*Support 'living literacy' for families and children*

**Access to books for all children**

**Link literacy with many aspects of peoples' lives**

**Complement school libraries**

# THE VALUE AND IMPACT OF PUBLIC LIBRARIES IN THE EAST OF ENGLAND: THE ECONOMIC VALUE OF LIBRAIRES

A branch library  
typically provides £1m  
worth of value

Library services  
can generate social  
benefits to a value  
of at least £3.4bn  
per year

Libraries' return on  
investment may be at  
least six times their  
annual running cost

Library services in England can generate social benefits to their communities to a value of at least £3.4bn per year in relation to the three value dimensions we investigated. This is based on a conservative estimate of 50% of libraries offering services in the way that aligns with the methodology we have used.

The return on investment calculated from our benefit modelling suggests a conservative figure of at least six times the known annual cost of running libraries nationally. value due to high participation.

- ✿ A branch library typically provides £1m worth of value (range of £600,000 to £1.5m depending on volumes and activities undertaken. These figures are gross, before operating costs, and include only the domains identified by this report).
- ✿ For digital inclusion – benefit value of £379 per participant, assuming that participants continue to secure employment within two years of using these services.
- ✿ For health – benefit value between £244 and £60,000, depending on the intervention.
- ✿ For literacy programmes – a value of £279 per participant in any programme
- ✿ For mobile library services – a value of £49.70 per participant, and high total value due to high participation.

## ABOUT THIS REPORT AND THE EVALUATION TOOL WE DEVELOPED

We take a holistic approach to gauging the value of library services. We describe many types of value, including extra-monetary value and monetary value. Please consider these forms of value together.

We link value at different levels, across authorities, in library branches and programmes, and for people. Please consider these links which contribute to value, and value for money.

There is no single method to evaluate and measure the value of all outputs of libraries.

### EVOLS EVALUATION TOOL FOR LIBRARY PROFESSIONALS

**Use the interactive tool to gauge the monetary value of services and their benefits**

**Spreadsheet-based with pre-populated case study examples**

**Use or adapt the case studies or create your own**

**Easy to update**

**Interactive menu of value domains relevant to libraries, with associated monetary values.**

**Customise value data for your services (for scale, participants, events...)**

**Run evaluation at the push of a button and save different calculations**

The value of libraries may never be comprehensively quantified or definitively described.

**Any valuation of libraries must combine qualitative and quantitative measures.**

Some library users are unsure what services are available, or how to access them.

# THE VALUE AND IMPACT OF PUBLIC LIBRARIES IN THE EAST OF ENGLAND: EXECUTIVE SUMMARY

## THE VALUE OF LIBRARIES CONSIDERED BY THEME

We evaluated provision in library services across the Libraries Connected East region, conducting three case studies for each of three themes, and another on mobile library services. We collected information about outcomes of the activities described in each theme to inform a robust economic evaluation of the impact and value of the library services to strengthen future business cases.

### *THEME 1 - DIGITAL INCLUSION*

- a) Libraries offer individuals and communities many forms of help and support for communication (e.g. email, social media), printing (e.g. CVs, returns labels, tickets) and engaging with government services (e.g. bus passes, blue badges, passports, housing, schools). For many people, the help available through digital services and resources also addresses wider health issues they may experience, particularly isolation, and enables them to participate in society.
- b) The main factors inhibiting better digital inclusion are poor user interfaces and lack of accessibility, task complexity and process design of digital-only processes and keeping pace with rapidly changing technology. The net effect is that people who are older, disabled or with literacy needs may be excluded from many digital services, including statutory government services which are digital-only, which risks being discriminatory.
- c) Library facilities and support are critical and often effective in reducing the impact of these factors. However, the support offered varies because of perceived privacy or data protection concerns, staff skills and availability. Improvements in process and systems design could address these barriers.



*THEME 2 – HEALTH, WELLBEING AND INDEPENDENT LIVING: THE IMPACT OF PROVIDING ACTIVITIES AND EVENTS FOR ADULTS IN LIBRARIES, INCLUDING THE SIGNIFICANCE FOR SOCIAL PRESCRIBING MODELS*

- a) Throughout the Eastern region, many partnerships and initiatives seek to improve health and wellbeing for adults and maintain independent living. These cover diverse activities, though some library professionals reported that most are attended by older people. Library services offer activities that impact directly on the wellbeing of adults, such as physical activities and mental health initiatives. They also offer activities which impact indirectly on them and their social networks, through adult education, convening groups to support parents, carers and families, people with long-term health conditions and their carers, and intergenerational group activities.
- b) Libraries offer information on health and wellbeing and signpost people to other services. This support has the potential to help people to live independently, to reduce the risk of falls, and to reduce NHS and social care costs. Overall, library services provide social care that is central to existing social prescribing and its development. Library services often initiate activities to address wider population ambitions such as to level up society or improve the health and wellbeing of less affluent communities. One example is the mobile library service that provides contact for many people in rural communities.
- c) Tangible outcomes for participants joining these activities include physical activity, socialisation and finding employment, which can improve their wellbeing and reduce mental health issues. Many less tangible impacts include the effects of trust, volunteering, experience of leading groups, learning new skills, community service and long-term intergenerational benefits. Library services provide opportunities for people to improve their employment, health and to socialise. These are three key indicators for wellbeing outlined by the Office of National Statistics, which also link the three themes investigated for this report (health, children’s literacy, and digital inclusion).
- d) Library professionals are creative in providing a range of activities within tight financial constraints. Circumstances vary between localities. In some, limited staffing and current challenges to volunteer recruitment and staff training may limit what could be achieved.

***THEME 3 - CHILDREN'S LITERACY AND ASSOCIATED OUTCOMES: THE IMPACT OF TARGETED LIBRARY PROGRAMMES FOR CHILDREN AND YOUNG PEOPLE THAT SUPPORTS LITERACY RECOVERY FOLLOWING COVID***

- a)** Library programmes have value and impact on post-Covid literacy recovery by providing rich experiences and stimulating environments for speaking, listening, reading and writing. Literacy activities are interactive and face to face, with impacts on children's socialisation and confidence.
- b)** Library programmes for children are creative, fun and motivating. They build from basics, introducing children to libraries and helping them become confident and familiar with them. Children learn to find their way around libraries, make return visits, and begin to use libraries habitually. By introducing children and their families to libraries and collections, library services encourage autonomous and motivated information literacy through life.
- c)** By addressing the whole family unit, libraries provide services and advice which help families to support their children's literacy at home and beyond their direct involvement in specific library programmes. For many children and their families, library programmes provide free access to a wealth of books and resources that they would not otherwise encounter. This is shown by new or increased borrowing of library books by children participating in programmes, by children's use of 'creator spaces' for art and digital making, and in the involvement of parents, carers and grandparents who are sometimes surprised that libraries today can be very different from what they knew as children.
- d)** Library programmes have important impacts on children's literacy that complement but differ from the impacts of literacy learning in schools. Library programmes develop 'living literacy', for example, by linking literacy with day-to-day experiences like making a meal at home, or by providing the kit for children to try out science experiments with household objects. The programmes link literacy with family relationships, and help develop science and health literacies. Importantly, the model of literacy in the evaluated programmes is non-judgemental.
- e)** Some programmes are modelling collaborations with two or more organisations (council services, charities). They improve programmes by linking the expertise of different organisations for making grant applications that secure funding for literacy provision through sponsored programmes.

We estimate a national value of library services of £3.4bn

A typical library might be expected to produce around a £1m worth of value per year

### THE ECONOMIC VALUE OF LIBRARIES

We have attempted to value the outputs of libraries and their associated activities in monetary terms. There is no single method to evaluate and measure the value of every output of libraries in how they respond to community needs. There are several ways to ascertain value. The most useful of them for this evaluation is assessment of ‘value in use’, resulting from the flow of services, including the knowledge of library professionals and people who use library services. ‘Value in exchange’ can also be used as a measure where we can use actual market prices to inform our valuation, but usually this gives the minimum value. We adopted a pragmatic approach to finding the best economic data we could, but where data were unavailable, we had to assume that ‘value’ was equal to the cost of the delivery of a particular service (e.g. the cost of a library professional’s time or for using space in a building). Although this approach is standard practice, we sought to go beyond this wherever possible.

Without running a full evaluation of each service, we made assumptions based on the best evidence available. We adapted available published results about library services to this study, and where necessary updated them to current prices. This helped us to infer what the total value of a service and value per participant might be. We have aimed at conservative estimates when assessing downstream benefits, as direct links with library usage can sometimes be tenuous and subject to other confounding factors. The case of health benefits is such an instance. Any valuation suggesting a link between improved health knowledge and a change in behaviour and outcomes would need to consider many stages which can affect savings on the health system. The same care would be needed in estimating the extent of the influence of computer access and use through library services on children’s literacy.

The areas of value ('domains') we identified for our valuation are:

- 🌿 Book and other media borrowing
- 🌿 Browsing and information
- 🌿 Digital services
- 🌿 In-library events
- 🌿 Community hubs
- 🌿 Health benefits (physical and mental health)
- 🌿 Loneliness
- 🌿 Computing and digital literacy
- 🌿 Community support and enablement
- 🌿 Sanctuary and shelter
- 🌿 Specialised assistance and advice

We valued each of the outputs of library services in the domains shown above and applied these values to the known volume of activities in this study. Each of these assumptions is shown in the Appendix, in the Economics Methods paper, where they are fully explained.

Using these assumptions, we built a model to estimate the monetary benefits for the ten case studies described in this report, as well as a general library model with multiple activities. At its crudest estimate, prior to detailed costings and working on broad assumptions, this whole library model was estimated to generate around £1m of social benefit per year for a typical urban-centred library. However, because of the uncertainties and assumptions in the modelling, we designed our valuation tool with varying circumstances in mind. This modelling can be adapted by a user as required. The Economic Valuation of Library Services (EVOLS) tool we have created can use a variety of estimates for future assessment of other services and libraries, where users can enter their own estimates both of utilisation and cost.

#### *The overall value of domains*

We found that there is high overall value in domains associated with a traditional view of library services i.e. 'General browsing' and 'Books, borrowing and reading'. This factor remains important as it can drive many of the other services offered by libraries.

The domain of 'Computing and digital education' had high overall value. This seems high by unit value rather than volume. We found these values in previous work by economists looking at digital inclusion. This value suggests that digital literacy is very important in many areas of life, including work productivity, time saving, government efficiency, access to health services, etc.

The domain 'Media download/accessed' had relatively high overall value. This is driven mostly by high volumes of downloads and the cost of electronic media. It is more expensive than physical books and print media, mainly because of initial expense, a shorter life before becoming obsolete, and the need for investment in certain technologies.

The related domains of 'Health', 'Sanctuary and shelter', 'Community support and enablement' and 'Community hubs' are broadly equal in values. Taken individually, each of these domains has less value than 'Events', but together their value is greater. These smaller sums usually reflect the numbers of sessions and possibly the working value we adopted. We found that valuing sessions was challenging, given how different they can be in terms of what can take place and who they are for. Their benefits are often intangible and harder to monetise as libraries offer a range of non-linear directly attributable services. We used the cost of their provision as their marginal value, not the cost of access or willingness to pay.

#### *The value of domains by unit*

We have used a set of values per unit, which we feel can be justified (see above). For example, 'Computing and digital literacy' has the greatest value per unit (£400), with the second greatest value of £60 per unit applying to domains of 'Events', 'Community hubs', 'Community support and enablement', 'Sanctuary and shelter' and 'Health'. The domains of 'General browsing', 'Books, borrowing and reading' and 'Media download/access' have unit values under £9. These estimates are based on a number of approaches we found in the research literature, and they often varied because of volume. There may be other bases on which to calculate these values, but after some consideration we based them on recommended methods.

#### *Conclusion*

Library services in England can generate social benefits to their communities to a value of at least £3.4bn per year in relation to the three value dimensions we investigated. This is based on a conservative estimate of 50% of libraries offering the services in the way that aligns with the methodology we have used. The return on investment calculated from the benefit modelling suggests a conservative figure of at least six times the known annual cost of running libraries nationally.

A typical library might be expected to produce around £1m worth of value per year but this may vary, depending on volumes and activities undertaken, from £600,000 to £1.5m. These figures are gross, before operating costs, and include only the domains identified by this report.

# VALUING PUBLIC LIBRARIES AND THEIR IMPACT: A NEW EVALUATION METHODOLOGY

## OVERVIEW

This section presents a brief outline of the evaluation methodology we developed for this project. We intend our methodology to be replicable, and that the methods can be adopted by library professionals to gauge the value of their services. Colleagues adopting these methods in further projects should follow the sequence of steps we used. If the recommended steps are not followed, valuation may lack validity and is unlikely to present a holistic account of the value of a library or service.

The steps we took were:

### *STEP ONE: INITIAL HORIZON SCAN OF LIBRARY SERVICES IN THE EAST, INCLUDING COLLECTING DATA ON STAKEHOLDER ENGAGEMENT WITH SERVICES AND PERCEPTIONS OF SERVICES*

Based on the data offered by key stakeholders, we conducted a series of face-to-face and online workshops with library users, library professionals and other library stakeholders and partners. We sought a comprehensive picture of services, including individual experiences, to inform the next evaluation activities. Library professionals may mirror this step by conducting at least one workshop or focus groups or a targeted survey, for example, for a specific category of library users.

### *STEP TWO: EXPLORING LIBRARY SERVICES 'ON THE GROUND': COLLECTING CASE STUDY DATA*

Based on the data and materials collected in Step One, including comments provided during the workshops, we identified examples of library services provision for our closer attention. For the themes of Health, wellbeing and independent living,

and Children's literacy, our case studies looked at specific programmes currently offered in different libraries, considering value in terms of cost and benefit as well as extra-monetary value according to thematic interests. Through visits to the libraries and in-depth interviews with users and librarians, we learned about programmes and their value. We also looked at available documentation such as budget sheets, policy documents and available programme-level evaluation. For the theme of Digital inclusion, we adopted a slightly different approach because digital inclusion tends to be supported through a variety of inter-related services and resources rather than through specific programmes or events. As with the other two themes, we conducted interviews with the same range of stakeholders but also used observational methods to learn how library users engaged with digital services and for what purposes. For each theme, our approach was informed by findings from the workshops in Step One.

Library professionals may replicate this approach by investigating one or more programmes through a case study approach, drawing on multiple sources of data, and/or by introducing observational data to their study. They may choose other themes. It is important that data relating to the cost of services is obtained, and participant data, in order to complete Step Three.

### ***STEP THREE: DESIGNING AND USING A TOOL CALLED EVOLS TO GAUGE THE MONETARY VALUE AND BENEFITS OF LIBRARY SERVICES***

We used data from Steps One and Two to design the EVOLS valuation tool. Workshop and thematic findings influenced the value domains we incorporated to the tool, building on and adapting domains already described in the research literature for this field. We also applied the tool to the examples of library services investigated in Step Two, so that we can comment on both the monetary value and extra-monetary value of library services according to the three themes for our evaluation.

Later sections of this report present each thematic case study and monetary valuations for each, estimated using the EVOLS tool. Library professionals will be able to apply the tool to their services without further design work. We recommend using the EVOLS tool together with case study evaluation, as in Step Two, so that both monetary and extra-monetary value can be gauged. This method makes it possible to understand the value library users attribute to services as well as monetary value and benefit.

We have outlined our methodology in this way, identifying these steps, because it tells the story of our work. In this section of our report, we use the same sequence to share more detail about each method. We follow the same sequence to describe the findings of our workshops and thematic case studies.

## STEP ONE: HORIZON SCAN METHODOLOGY – WORKSHOPS

UEA researchers and Libraries Connected East colleagues held four workshops in the Eastern region to involve stakeholders in the evaluation of library services. Two online workshops and two in-person workshops supported maximum engagement with stakeholders. All workshops were conducted with procedures approved by the Research Ethics Committee of the University of East Anglia<sup>1</sup>.

We took various measures to recruit participants. We invited members of governing bodies, interest groups and associations to attend. Additionally, we used local advertisements to raise awareness of the workshops among library users. We placed posters throughout communities involved in the study, in public areas such as GP offices, gyms, libraries, and food banks. Leaflets were distributed to nearby residents, and community social media pages were used to advertise the events. These measures allowed for convenience sampling of respondents local to the libraries.

One workshop was held specifically for senior library managers and another for an expert group of councillors, technologists, clinicians and educators associated with the wider field of each theme for our evaluation (Digital inclusion; Health, wellbeing and independent living; Children's literacy). The two library user groups included people from different racial and ethnic minority groups, older adults, and people living in localities experiencing poverty. All participants gave informed written consent prior to joining the workshops.

On the consent form, we asked participants to agree to or reject the recording of their statements (audio and video), and whether they would like to review transcripts of their contributions made by our researcher team. We gave each lay group participant a £25 voucher in thanks for their participation in the workshops.

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### RECRUITMENT METHOD

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- 🌿 Distribution of flyers
- 🌿 Invitation of governing bodies, interest groups and associations
- 🌿 Social media advertisements

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### SETTING

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- 🌿 Two workshops held online
- 🌿 Two workshops held in person

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### ANALYSIS

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- 🌿 Thematic analysis of workshop transcripts

<sup>1</sup>Digital inclusion – ETH2223-0137; Health, wellbeing, and independent living, and Children's literacy – ETH2223-0162



### *Workshop aims*

We designed workshops to gather information about the activities provided by library services, their potential impact on service users, and what improvements could be made. Specifically, we aimed to investigate the following:

- 🌿 What are the local needs of communities?
- 🌿 Who uses the libraries and for what purposes?
- 🌿 How could non-users be encouraged to access the libraries?
- 🌿 How do users of libraries relate to other public services and to online information services?
- 🌿 What can libraries do to make communities healthier, and how can they deliver this to the public?

### *Workshops in libraries: library users, stakeholders, partners and professionals*

We informed participants joining the in-person workshops in libraries about the evaluation project and the workshop agenda. Participants were invited to comment on different topics and to ask questions related to each of the themes (Digital inclusion, Health and well-being, and Children's literacy) by responding to inclusive resources and activities placed at different tables/stations in the library venue. Participants provided feedback verbally, in conversation and/or through contributing to word clouds, sharing comments using Post-it notes and using pictures or emojis. We also used scenario methods to collect information, for example, we asked participants how they would use the library to learn about health, eating well, or joining a gym. Each workshop lasted between 90 and 120 minutes and included a discussion of proposed action points at the end.

### *Workshops online: library service stakeholders*

The platform we used for online workshops was Microsoft Teams. We structured online workshops in the following way: when participants joined, they were welcomed and informed about the project; different 'rooms' were available to discuss the topics/questions for each theme of our evaluation. Online sessions were recorded (audio and video) and transcribed. We conducted thematic analysis of the contributions and made notes which informed emphases in Step Two, our case study activities.

## **STEP TWO: CASE STUDY METHODOLOGY**

Case study methods can provide a rich picture of an activity, programme or service using different kinds of data collection. They often entail consulting different groups or individuals to gain information about their subjective experiences and perceptions of the focus of the case study. Their responses can give insights to what they value, how their own values influence their perspective, and how their comments relate to their context. Researchers often speak of case study methods as a way to generate 'rich data', as they offer in-depth insights to participants' lived experiences according to their circumstances.

We believe this approach suits this evaluation if we want to understand what library users value about their local services. It is also useful if we want to understand the value and benefit of library services in relation to health, wellbeing, education and digital inclusion. In these fields, the rationale, design and efficacy of programmes and interventions may be determined by different frameworks. Often, programme provision may be shaped by a combination of assumptions and conscious choices about what constitutes effective or ‘good’ provision, in fields where the criteria for judging quality and value are contested in the research literature.

The use of multiple perspectives and different kinds of data collection is characteristic of high-quality case study and lends weight to the validity of the findings. The use of two or more forms of data collection and/or the use of two or more perspectives is known as ‘triangulation’. Through triangulating data and/or perspectives, it is possible to gain a fuller and more robust picture of the case.

We decided to address the three themes for evaluation through case studies representing library services in the localities represented by Libraries Connected East. We looked at services in these areas:

-  Cambridgeshire
-  Essex
-  Hertfordshire
-  Luton
-  Norfolk
-  Suffolk

Our team used a common case study template across themes to record information for each specific evaluation. The templates documented facts about the provision examined in each case, recording factual information (e.g. location, time, participation, etc.), programme aims, details about their links with other themes, and notes about their value for the evaluation. The rationale for our selection of cases within themes varied a little depending on the theme. We explain the rationale for each approach in Section 4, where we present our case studies.

### STEP THREE: ECONOMIC VALUATION METHODOLOGY

From the start of our evaluation activity, we recognised that there is no single method to evaluate and measure the value of all outputs of libraries. In economics there are several ways to ascertain value. We believed that the most useful method for considering library services was ‘value in use’, resulting from the flow of services and including knowledge and information arising from their use or expected ‘utility’ as far as it can be known. We also used ‘value in exchange’ when actual market prices could be implied. In this study we adopted a pragmatic approach to ascribe value. In some cases, where data was unavailable, we had to assume that any ‘value’ that arises might be equal to the cost of the delivery of that particular service (e.g. for time spent with a librarian, or for use of building space). This assumes that a service would only

be provided if costs were less than any assumed benefits. This was not always our preferred method, so we sought other empirical evidence of more comprehensive value estimates wherever possible.

This approach depended on well-conducted assessments or statistical studies of specific services, which were not possible in this study due to constraints of time and data availability. We adapted these figures for our study as well as to current prices and have tried to infer from them the cost and value of services per participant where feasible. Finally, we have been strictly conservative in our estimates when assessing downstream benefits since any direct link with library usage may be tenuous and subject to other confounding factors. The case of health benefits is such an instance, where caution must be adopted in making the link between knowledge and a change in behaviour, but it also applies to other areas like computer literacy.

The areas of value ('domains') we identified for our economic valuation are:

- 🌿 Book and other media borrowing
- 🌿 Browsing and information
- 🌿 Digital services
- 🌿 In-library events
- 🌿 Community hubs
- 🌿 Health benefits (physical and mental health)
- 🌿 Loneliness
- 🌿 Computing and digital literacy
- 🌿 Community support and enablement
- 🌿 Sanctuary and shelter
- 🌿 Specialised assistance and advice

We could not estimate the extent of the synergy between benefits such as childhood literacy, digital inclusion and health although it is obvious there will be some. We have used the best estimates from the literature for the case studies.

#### *A tool for the Evaluation of Library Services: EVOLS*

Because of these uncertainties and assumptions, and because the model has many applications, we designed a valuation tool to be used interactively. The Evaluation of Library Services tool (EVOLS) is capable of using a variety of estimates for future assessment of other services and libraries, where users can enter their own estimates both of utilisation and cost. The unit cost values used in EVOLS can also be changed to keep abreast of future prices or variations e.g. according to geographical variation. EVOLS can also be used to gauge value at scale should this need arise.

The EVOLS model is spreadsheet-based and already contains ten pre-populated case studies. These can be adapted, or they can be used as they are. However, users of EVOLS may want to create their own scenarios or cases for future evaluation. To facilitate this, we have designed it interactively so a user can select from a 'menu' of

relevant value domains (see above) as appropriate, along with their associated monetary values, already populated in the EVOLS interface. EVOLS users can customise these values simply by changing the appropriate value cells. Used in this way, the model also depends on user estimates of the scale of use for a particular service, in terms of number of participants, events, visits made, etc. Once all relevant inputs are made, the model can be run by the push of a button. Results will be automatically generated. Users of EVOLS should note that the calculations include a probability function, so that these results account for any likely variance in each input parameter. This means that the results, for example, in terms of total benefit or return on investment, will vary slightly every time the model is run. A save function is included so that when different versions of the model are run, or versions are run on different dates with different figures, they can be saved. The model also has an embedded user guide for easy reference and use. No prior knowledge is assumed. Libraries Connected will act as a gatekeeper for access to this model so that a body of evidence can be built over time.

### *Demonstrating economic valuation in the themed case studies*

The following sections of this report include analysis of each theme through case study examples. Each case study provides descriptions of library provision and programmes. These qualitative accounts of their extra-monetary value link findings to available research literature about the relevant theme. We also present data and comment about the monetary value of these examples. These data are generated using the EVOLS valuation tool described in section 2.4. We present the case studies alongside valuation data to demonstrate how the EVOLS tool can be applied to different library services. This also ensures that discussion of the value of library services balances attention to monetary and extra-monetary forms of value. The forms of data available for using with the tool sometimes varied between cases, so the examples illustrate the flexibility of the tool around whatever information is available for the library professionals who use it in practice.

### **LIMITATIONS OF OUR LIBRARY EVALUATION**

We used several methods (flyers, posters, social media, invitations) to recruit participants for the workshops. Overall, the response was good, but participants were generally female, older adults, and few were from ethnic minorities. Each of these could introduce some bias into the findings.

Case studies were chosen for reasons decided by the researchers of each theme. Digital inclusion researchers wished to cover specific locations. Children's literacy case studies were selected to showcase the thematic literacy and reading programmes across childhood (0-18 years). Likewise, health, wellbeing, and independent case studies were chosen to highlight the activities provided by the library service and how these benefit people. Selection processes mean that many other activities and libraries are not included, thus determining the coverage of the evaluation and its limits.

The economic evaluation of libraries was based on many assumptions, mostly due to the lack of available data and resources to conduct a comprehensive costing of activities and benefits.

## CONTEXT: EAST OF ENGLAND

### *Regional overview*

The East of England is one of the nine official regions of England. It includes the counties of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk, and Suffolk, and the unitary authorities of Bedford Borough Council, Central Bedfordshire, Luton, Peterborough, Southend and Thurrock. According to the 2021 Census (Office for National Statistics, ONS, 2022), the East of England was the region with highest population growth over the past decade, an increase of 8.7%, with the highest growth recorded in Cambridgeshire and Hertfordshire. The region's current population of around 6.3 million means that it is the fourth most populous region in the UK. Bedford, Luton, Basildon, Peterborough, Southend-on-Sea, Norwich, Ipswich, Colchester, Chelmsford, and Cambridge are the region's most populous settlements (Brinkhoff, 2021). Overall, the East of England is a diverse and dynamic region with a varied economy and a rich cultural heritage.

### *Geography*

The East of England is region of variety. Many of its areas are predominantly rural, characterised by expanses of countryside, low-lying hills and forests. Much of its farmland supports intensive farming. There are many small market towns, villages and hamlets. Other areas have seen some of the UK's most extensive housing development since 2011, particularly around Cambridge and Peterborough. The region is home to tech innovation, for example, in the Silicon Fen area near Cambridge, and the cluster of telecommunications companies at Adastral Park near Ipswich. The East of England also has several cities, including Cambridge, Peterborough, Norwich, Chelmsford and Southend, known for their architecture, retail, entertainment and rich cultural heritage. They attract visitors and students from all over the world, due in part to their large and well-regarded universities. The East of England coastline comprises seaside towns, harbours, ports, nature reserves and Areas of Outstanding Natural Beauty. Popular coastal destinations include Clacton-on-Sea, Great Yarmouth, Lowestoft, Southend-On-Sea and Southwold. Variety in the region's landscape is paralleled by variety in its demographics. It includes some of the most deprived areas in England, and several areas receiving government funding for 'levelling up' (e.g. Clacton, Colchester, Great Yarmouth, Lowestoft, Luton, King's Lynn, Peterborough and Southend), though as a whole the region ranks third in the UK for gross disposable household income (GDHI) per capita (2018 data, ONS).

### *Age*

In the East of England, 19.6% of the population are aged 65 and over, compared to the national average of 18.4%. The region has a higher proportion of people aged 85 and over compared to other regions in the UK. The region has a low proportion of young people aged 16-24 (ONS, 2022). The East of England has a median age of 41.7 years, which is slightly higher than the national median of 40.3 years (2019 data, ONS).

North Norfolk is the local authority with the highest median age of any in England and Wales at 54 years (ONS, 2022). Among adults, public libraries in England are most frequently used by people aged 25 to 44 (36.7%) and 65 to 74 years (35.7%). From 2011 to 2019, the proportion of individuals aged between 16 and 24 years who reported visiting a public library in England decreased from 34.5% to 20.8% (Statistica, 2023). Among children, 64% of those aged 5 to 10 and 58% of those aged 11 to 15 visited libraries in the year 2019-2020.

### *Ethnicity*

The East of England has a predominantly White British population, accounting for just over 85% of the region's total population (ONS, 2022). The next largest ethnic group is Asian/Asian British (6.4 %), followed by Black/African/Caribbean/Black British (2.2 %) and Mixed/multiple ethnic groups (2.1%). The region has a sizeable Eastern European population, particularly in Cambridgeshire and Hertfordshire. The Government review of the use of libraries in the UK by ethnicity (8,161 total respondents – Gov.UK, 2019) found that Asian people (42.5 %) and Black/African/Caribbean/Black British people (33.8 %) were more likely to have used a library than White people (31.8 %).

### *Religion*

In the East of England, 46.6% of the population identify as Christian, 3.7% as Muslim, 1.4% as Hindu, and 0.7% as Jewish (Norfolk Insight, 2023).

### *Economy, education and employment*

The East of England has a diverse economy, with strengths in agriculture, manufacturing, technology, and a growing cultural and creative sector. The region is home to major companies, including AstraZeneca, Lotus and JCB. Green energy, in particular wind power, is expanding. The region has a highly educated population, with a high proportion holding degrees or equivalent qualifications. It also has several well-regarded universities, including the University of Cambridge, the University of East Anglia, the University of Essex, the University of Hertfordshire and the University of Suffolk. The average salary in the East of England is £38.3K (Plumpot, 2023). The unemployment rate is 3.3%, compared to the UK rate of 3.8% (2022 data). Across the UK, adults who were not working had higher rates of library attendance than those who were working (33% compared to 30%) (Department for Digital, Culture, Media & Sport - DCMS, 2020).

### *Libraries*

Latest datasets indicate that there are 2,581 public libraries in England (Arts Council England, 2023). Across the East of England there are 11 library services, with around 330 library branches (Libraries Connected data, 2023). Across 2019/20 there were 7.6 million active borrowers in the UK and 34% of all UK-based adults had used a library within 12 months (DCMS, 2020).














# VALUING PUBLIC LIBRARIES IN THE EAST OF ENGLAND: OUR EVALUATION

## STEP ONE: HORIZON SCANNING WORKSHOPS

A total of 54 participants joined the four workshops we held. These comprised 26 library members, 10 public members and 18 partner stakeholders. Of the total 54 participants, there were 34 women and 20 men including four ethnic minority participants. At the workshops, we invited discussion about library services addressing health and wellbeing, digital inclusion, and children's literacy. The figure *Library benefits by theme* outlines the main benefits of services relating to each of the themes as reported by the participating stakeholders. *Figure: Library benefits by theme*

### Theme 1 Digital inclusion

-  The Good Things Foundation
-  Access to the National Data Bank
-  Learn My Way
-  Support from library staff on open access equipment
-  Coding classes for children
-  CV printing
-  Scanning, copying, and printing documents
-  Access to email
-  Engagement with businesses during the pandemic in distributing donated laptops refreshed with software to vulnerable households



## Theme 2 – Health, wellbeing and independent living

- 🌿 Replacement of hearing aid batteries
- 🌿 Free DBS checks for those hosting Ukrainian refugees
- 🌿 Drop-in sessions for Ukrainian refugees
- 🌿 Safe places for at-risk groups including refugees and asylum seekers, carers, and people with physical or learning disabilities
- 🌿 Various interest groups e.g. knitting, walking, memory
- 🌿 Phone calls to people at risk of social isolation during the Covid-19 pandemic
- 🌿 Replacement of ferrules on walking sticks
- 🌿 Provision of batteries to those with hearing aids
- 🌿 Slipper Swap programme
- 🌿 Chronic health condition support
- 🌿 Digital health hubs
- 🌿 Read My Mind
- 🌿 Home library service during Covid-19 pandemic
- 🌿 Free weekly Pilates and yoga sessions refreshed with software to vulnerable households

## Theme 3 – Children’s literacy

- 🌿 Early reading services
- 🌿 Foster communication
- 🌿 Sphere of Reading: a Covid-19 Recovery Project
- 🌿 Dedicated study and tutoring space outside of schools
- 🌿 Book clubs
- 🌿 Adult Community Learning – English classes for non-native speakers
- 🌿 Infant programmes – sensory play, bounce and rhyme sessions
- 🌿 Holiday Activity Fund
- 🌿 Delivery of library cards through schools
- 🌿 Holiday reading challenges for school children
- 🌿 Child socialisation and communication through reading, crafts, and Lego groups
- 🌿 Support for parents through community groups

The libraries were regarded by the participants as holding a unique role in the community because of their holistic approach to wellbeing. The stakeholders acknowledged that librarians are not meant to give expert health advice, but they recognised that the staff provide much-needed guidance by signposting individuals towards relevant resources. Libraries also co-ordinate with health experts and community organisations in supporting initiatives geared towards prevention and early-stage intervention.

Participants of the workshop agreed on the importance of supporting the libraries as a safe, warm space for all people to gather. This applies not only to those seeking adult social care, but also for families with children. Participants described libraries as welcoming spaces offering support free from judgement.

Stakeholders identified three main areas in which libraries promote digital inclusion: digital skills, connectivity and devices. Initiatives maintained and supported by library services promote the teaching of basic digital skills, signpost individuals towards additional support and provide free mobile data and devices to those who could not otherwise access these resources.

On the theme of digital inclusion, participants identified and discussed the important point that people may not realise they are digitally excluded until they reach a crisis point. The ability to access digital support through library services can be critical in these situations. Supporting libraries is therefore crucial for helping those who cannot otherwise access support. Libraries are a vital resource in empowering individuals to use digital resources on their own.

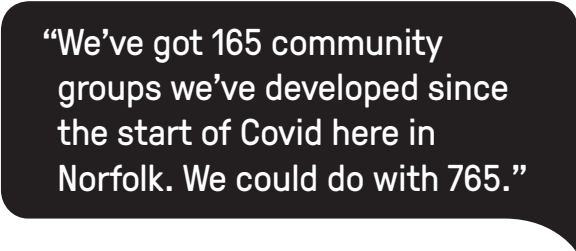
Libraries are highly regarded for their support of reading programmes, including children's literacy. One library professional at the Cambridgeshire meeting shared her experience of providing reading services for younger children. She emphasised the importance of maintaining services which promote early reading and help build communication skills. Libraries are not only beneficial for children's communication, but also for offering support to parents. Regarding community groups for young parents, a librarian in Norfolk reported: 'We've got 165 we've developed since the start of Covid here in Norfolk. We could do with 765.'

Libraries are working within the community to address learning gaps resulting from the 2020 pandemic. Sphere of Reading, a £1,000,000 Covid recovery project, is an example of how libraries have worked in co-ordination with public organisations to support childhood education. This programme is funded by Essex County Council and run by the Essex Education Task Force, a literacy educator from the library, and an educational psychologist. Together they lead initiatives to foster early reading.

The intrinsic value of the libraries was reported across the health and wellbeing, digital inclusion, and children's literacy themes. Libraries have evolved to meet the needs of their communities and must continue to assess rising challenges and areas for improvement. The needs of each community differ based on factors such as demographics, geographic location and available resources. This affects which services are needed most by a region and therefore impacts the benefit that certain initiatives will yield. Additionally, overlapping trends can produce greater benefits in the community overall. An improvement in reading skills, for example, can help a person in their ability to find online resources and obtain health information.

The findings of our horizon scanning workshops highlight the value that speaking directly with the public has for understanding the needs of individual communities. This research is not without limitations: library and expert stakeholders represented most of the workshop participants and only four participants overall represented ethnic minorities. Future research should continue to engage with local communities

while aiming to include a greater number of public stakeholders and a more diverse participant group in age, race and gender. Still, the workshops provided informed insight on how libraries are perceived regionally and how users feel services could be improved. Libraries should continue to maintain open communication with lay and expert stakeholders to gauge the areas in which services are most needed.



“We’ve got 165 community groups we’ve developed since the start of Covid here in Norfolk. We could do with 765.”

## STEP TWO: THEMATIC CASE STUDY - DIGITAL INCLUSION

### DIGITAL INCLUSION COMPOSITE CASE STUDIES – METHODOLOGY

Ethnographic methods have had a part in computing research, focusing on understanding systems design, for several decades (Dourish and Button 1998; Garfinkel 2002). More recently the use of ethnographic studies has been broadened to cover the context and use of digital systems and devices. Our approach is similar to O'Hara's (2021) study of Detroit libraries.

The main element of our research summarised here is observation. We visited libraries<sup>2</sup> to observe activity and interactions, and to interview staff about their work. We selected locations for library observations to reflect the general composition of eastern England: small cities, market towns, rural settlements, and commuter towns linked to London. Good geographical spread, and differing levels of prosperity, were also considered when making the selection. We made observations of library users' activity and behaviour during daytime visits of 60-90 minutes' duration to a sample of libraries in the region. These were chosen to provide coverage of the range of locations across the region.

We conducted interviews with library professionals. Our interviews were open-ended, designed to allow staff to describe what they saw as important. Prompts were minimised, and the researchers' questions were focused on clarifying and understanding the points made. This ensured that the different staff views of what was important to them were minimally directed or channelled by the interviewers, to allow differences of emphases and approach in different places and authorities to be seen.

Case studies were developed based on findings from the observations conducted in the libraries, and the interviews with library staff and volunteers. These case studies on digital inclusion are composites or archetypes, illustrating the main features of the libraries in the region. The locations of the case studies are fictional, but each element of the case studies is based on the observations and interviews we carried out. All quotations included in the case studies came directly from library professionals working in the branches we visited. The results from this work are described in the thematic discussion below, used in the digital inclusion elements of the model, and synthesised in the three case studies.

<sup>2</sup> Colchester, Great Yarmouth, Hatfield, Letchworth, Luton Leagrave, North Walsham, Norwich Mile Cross, Norwich Millennium, St Ives, Stevenage, Wisbech.

## DIGITAL INCLUSION – MAIN FINDINGS

The libraries we saw all have user populations that are reasonably representative of their local area (given the overall demographic profile of daytime library users); we saw nothing to suggest that visible ethnic minorities are less likely to be library users, which is consistent with a recent Government Review (Gov.UK, 2019). This does not detract from the typical unbalanced demographic profile of library users: the lack of teens and younger working age adults using libraries was observed, and frequently mentioned by respondents. There are exceptions to this, for example, libraries near to colleges or universities, where students make use of the study spaces from late morning onwards.

### *Responsiveness*

The facilities and services offered by each branch library can be characterised as a variable but often substantial local adaptation of an authority-wide core provision. Consequently, libraries with similar catchment areas have very different services as they are responsive to other local provision. This responsiveness is a significant strength in delivering efficient and effective services. The following examples illustrate these characteristics:

- ✿ Great Yarmouth and Wisbech libraries both have substantial areas of deprivation in their catchment areas. Much library work in Great Yarmouth is driven by the need to help library users find, use and engage with information and digital services. It also offers substantial direct provision to alleviate need (e.g. Grab and Go bags containing toiletries, sanitary products, warm clothing, food).
- ✿ Wisbech Library does not seek to replicate activities to address deprivation provided by the well-established Rosmini Centre, the local community centre which provides employment support, digital support, translation services, health advice and access to sport. In library provision, there is a strong focus on digital inclusion with ‘digital buddy’ sessions, ‘Tea and Tablets’, a laptop borrowing service, help with wi-fi access and printing, and well-used facilities for people working from home (who may not have access to good quality wi-fi or printing facilities).
- ✿ North Walsham has a high proportion of home-schooled children, so the library runs a weekly Lego Club in school hours (in addition to the weekend Lego Club) to bring these children together; it also runs groups for cared-for children and a monthly autism café.

### *Co-ordination with other services*

The increasing emphasis on libraries as community hubs makes their role as bases for a range of other activities and services more important. Examples of this include library space being used for:

- 🌿 Adult education (particularly ESOL)
- 🌿 Access to Work
- 🌿 Registry Office services
- 🌿 Citizens Advice
- 🌿 Probation services
- 🌿 Banking consultations
- 🌿 Post Offices

In several cases, we saw or were told of scope for further co-ordination between libraries and other services (e.g. Adult Education), including co-location. A member of library staff noted that their library has the space and equipment for more co-ordination, though it is not used in this way, expressed in comments such as “we’ve got the space but no service.”

### *Isolation*

Public library services have several important strands of work that reduce social isolation and loneliness and it is an important part of the work of every library we visited.

- 🌿 From our work, we estimate that across all libraries, an average of two people per hour visit any single library branch to alleviate social isolation and loneliness.
- 🌿 Many of the group activities offered by libraries (such as Knit and Natter, Tea and Tablets, Baby Rhymetime) are designed to reduce isolation, and the volunteer-led digital services which we looked at had an equally important role in reducing isolation.
- 🌿 Outreach services to housebound people and for care homes have a clear role in reducing isolation

From our observations, coupled with information from staff interviews, we were able to identify individual behaviour patterns indicating that the library user was primarily or largely visiting to alleviate isolation. These patterns included lengthy visits browsing the book stacks but not borrowing or reading, long periods reading a newspaper with little page turning or similar activity, short visits to ask a question and leaving without acting on the answer, and purely social visits – only engaging with staff on matters unrelated to library resources. Fully quantifying the impact of this element of library work is outside the scope of this study, but social isolation is known to have an adverse effect on a wide range of health conditions (e.g. Chowdhury, 2018).

“People are being thrown off the back of digital.”

### *Digital-only services*

The increasing number of digital-only services, particularly for e-government, excludes people who cannot access them as a result of disability or health issues, access to digital infrastructure, low literacy, or unfamiliarity with online systems. There is also a range of systems-related issues, the most important of which are:

- 👤 Task complexity and process design of digital-only processes.
- 👤 Poor user interfaces and lack of accessibility.
- 👤 Rapidly changing technology.

Libraries offer a wide range of help and support for printing (e.g. CVs, returns labels, tickets), communication (e.g. email, social media) and official services (e.g. bus passes, blue badges, passports, housing, schools). For many people, the help offered also addresses wider health issues (particularly isolation) and enables them to participate more fully in society.

The types of issue encountered can be shown through the examples of free bus passes and online banking, though there are other significant issues too.

#### Bus passes

- 👤 The service is online-only. It requires a National Insurance (NI) number, which is problematic for refugees.
- 👤 The process is difficult to complete by people assessed as medically unfit to drive.
- 👤 The concept and process of renewal can be confusing, particularly for people with cognitive or psychological frailty/

#### Online banking

- 👤 Some people don't trust it as they worry about viruses, scams and phishing – these fears may often be reinforced by cybersecurity awareness training which is not sensitive to the background and mental models which people hold (particularly older people).
- 👤 Multifactor authentication is a major problem for many people, particularly those who only use a phone.

Other problems with online-only services include

- 🌿 Repeat prescription requests
- 🌿 Viewing GP letters (links sent to featurephone users)
- 🌿 Blue badge applications (as the application process is lengthy and confusing)
- 🌿 Council housing applications or swaps
- 🌿 School choice and enrolment

These examples show that libraries are acting as ‘frontline mediators’ (O’Hara, 2021) for many services and for many others that have non-digital channels that users find too difficult, expensive or time-consuming.

The net effect is that many older, disadvantaged and disabled people are excluded from many digital services, which is potentially discriminatory. Library facilities and support are critical in alleviating the impact of these problems, but the support offered varies widely because of perceived privacy and data protection concerns, staff skills and availability. Some libraries will not help with any problem that may involve finance, health or any other data that may be thought of as personal, although most take a pragmatic or risk-balancing approach.

#### *Inclusivity and non-judgemental approaches*

The frontline staff we spoke to on all our visits emphasised a non-judgemental approach and inclusiveness as key principles for their work. These emphases were evident in the interactions we observed, the choice and presentation of materials in the library and, in many cases, the organisation of space (e.g. setting up the reception desk to allow collaborative work on a screen to help users find resources).

An illustration of this is with adult literacy, where most or all the Adult Education provision is progress-based, which can be a deterrent for many more vulnerable and disadvantaged library users. In contrast, the help offered by libraries does not emphasise progression, allowing people to use the service in ways which work for them (and addressing their needs beyond the presenting issue).

#### *Library professionals*

We found that not all frontline library staff are comfortable with digital technologies. Some younger staff are alarmed at the complexity of Facebook, and dislike the assumptions of some visitors and colleagues that because they are young they will be good at looking after the library’s social media presence. For staff of all ages, familiarity with phone interaction modalities does not prepare people for PC use.

#### *Summary*

A review of recent research in libraries, with a focus on digital inclusion, finds common issues and trends across library services in Europe and North America. The methodologies used in recent research are based on observations of interactions within library settings, large scale surveys, and interviews with librarians.



There has been a shift in focus from the provision of physical books towards digital resources and services, with a consequent change in the competencies needed to support users of these services. Libraries now have a key role in facilitating access for disadvantaged people to essential digital services, particularly e-government services. The provision of free access to equipment and wi-fi is consistently reported as an important benefit of public libraries. There is a large cultural shift from libraries as book repositories to becoming information-focused community hubs providing necessary social interaction, particularly for vulnerable or disadvantaged groups. Critical elements of this are libraries' status as trustworthy institutions, in keeping with findings from the Ipsos Veracity Index (Ipsos, 2021) showing that librarians are considered the second most trustworthy profession, and the inclusive and non-judgemental staff ethos. The main barriers are a lack of resources or funding to address the needs of library users adequately, along with an increased need for staff training.

### DIGITAL INCLUSION COMPOSITE CASE STUDY 1: DISADVANTAGED COMMUNITIES 'DEANGATE LIBRARY, WESTWICH'

#### *Background*

Most of the local area is in the bottom quintile for deprivation measures, and many households do not have broadband access. The library is a two-storey purpose-built building, opened in 1972. It is situated at the edge of the town centre and, although it is signposted, it is not on a major pedestrian route. The staff believe this affects footfall.

The public facilities are mostly on the ground floor, with the local history section, two hireable rooms and staff facilities on the first floor. The ground floor has book stacks, some casual seating, book borrowing/return stations, a PC and printing area with eight workstations, study desks and two informal meeting areas. The rooms are used extensively for ESOL and return to work classes, as the area has a high proportion of non-native English speakers and, most recently, Ukrainian refugees. The front desk is at the entrance to the library, with an open layout so that library users and staff can share a screen.

The library plays an important role in the local community, as there are now few other community resources in the area. Before the pandemic, a local charity was offering regular lunch clubs and drop-in sessions, but they ceased when the lease on their building was due for renewal. A combination of local needs and responses to budget cuts has led the library service to adopt a devolved management structure, with a common core offering and services adapted to best meet local needs. Staffing has been reduced due to budget constraints<sup>3</sup> and there has been some reduction in staffed opening hours.

<sup>3</sup> They also considered alternative strategies focusing on reduced opening hours or increasing the charges made for all non-statutory services.

### *The library offering*

The book stock for adults has been reduced, with a compensating investment in online subscriptions. This trend towards digital resources was greatly accelerated by the pandemic, when hard-copy magazine and newspaper subscriptions were cancelled. There is a good collection of audiobooks, large print, and digital media. The digital resources are well publicised in the library, but the staff feel that few people are aware how much is on offer and commented, “we’d like to advertise this on the side of a bus.” They use Facebook, Twitter and Instagram to publicise library activities and events.

The library is a ‘warm hub’, offering free tea and coffee, and has ‘Grab and Go’ with warm clothing, food, toiletries and sanitary products for anybody who wants them. No questions are asked, and the staff say the toiletries and sanitary products are very well appreciated.

The staff see the library and its functions changing rapidly – it’s like a community hub”; “... not a library anymore, it’s an information service” – but they are committed to helping people and are proud of their universal, non-judgemental approach. They spend an increasing amount of time helping with digital issues, mentioning printing (CVs, return labels, tickets, boarding passes etc. mostly from phones) and help with official services, particularly those which are online only (including Universal Credit, blue badges, bus passes, appointments, and a wide range of official services). Many people are competent smartphone users but struggle with PCs and tablets. Staff mention poor accessibility, poor user interfaces and online-only services as having the biggest adverse impacts on people.

The children’s area has a good book collection and open space for Rhymetime for pre-school children, Lego Club, Homework Club and a jigsaw exchange. Staff noted that, apart from the primary activity, these groups play an important role in reducing isolation and encouraging social interaction.

A large proportion of the daytime visitors are older people who visit regularly and for whom the library is one of their main forms of social interaction. Apart from the informal interactions, there is a regular Tea and Chat group. Volunteers run regular services for care home residents and housebound people, borrowing and returning books. There is some outreach work from the library to care homes. *Key services at Deangate library (main areas of impact only).*

Literacy	Health	Digital
ESOL CV building Return to Work Homework Club Foreign language publications	Rhymetime Lego Club Grab and Go bags Warm space Tea and chat	CV printing Bus pass application Blue badges Universal Credit Passport/visa renewal Travel documents Free access (wi-fi, PC)

## DIGITAL INCLUSION COMPOSITE CASE STUDY 2: MARKET TOWNS 'DUNTON LIBRARY'

### *Background*

The town is a centre for the local rural area, with good local amenities and a weekly market on Thursdays. The population is economically mixed, and the area has a high proportion of older residents.

The library is a single-storey 1970s building situated next to the town's bus interchange. It is a single space, with a large children's area with tables for study and club activities, soft seating for pre-school children, and book borrowing/return stations. There is a PC area with four workstations and a printer. The front desk is screened, but staff can move to a more open position to communicate with people who have impaired hearing. To cope with budget reductions, the library opening hours have been reduced, so there are fewer staff employed and many have had their hours reduced, or they are working over several libraries.

### *The library offering*

There is a good selection of books including an extensive collection of large print and audiobooks. There is a strong focus on wellbeing and mental health, with a well-stocked section for adults and a display of resources designed for older children and young adults. They publicise their activities through Facebook, Twitter, Instagram and TikTok, although some younger staff dislike the assumption that they should be responsible for these because they're 'digital natives'.

Since the pandemic, there has been a notable reduction in visitors, particularly on market days. Staff attribute this to old routines being broken, increased borrowing limits, and a big increase in the use of online library resources. The library still has a small selection of print newspapers, but all the magazines are online.

The printing facility is extensively used by local people working from home, including County Council employees, who all have free access by using their badge, as well as the normal range of return labels, car insurance, prescriptions and other tasks. It is clearly an important local resource, as there is not a copy shop in the town.

Staff are spending increasing amounts of time helping people (particularly older library users) with digital issues, although they also say that, for many more isolated people, 'problem solving' is a gateway for social interaction. There is a laptop loan service, but staff report widespread confusion among a wide range of users over different input modalities (touchscreen, keyboard, mouse, trackpad) due to misconceived mental models about the available technology (confusing the phone and laptop; models of internet connectivity). There is a volunteer 'digital buddy' who offers 1:1 sessions for a few hours each week. He notes that he has at least as much impact on isolation as on digital literacy.

The library has well-established activities for pre-school children on most days. They used to offer a baby weighing service but stopped as they could not pay for the routine calibration of the scales. There is a primary age homework club, run by

a recently retired teacher, as well as a range of clubs and activities (such as Lego, Reading Challenge, Chess), and schools outreach. A six-month trial of a weekly Autism Café is due to start soon but staff also recognise value in extending the current provision – “We need to run more things for kids.”

Services for older people are extensive, including books and other items for local care homes, reminiscence boxes, a Library at Home (RVS) service for housebound people, and ‘Tea and Tablets’. Many of the regular users are elderly people who visit for the interaction with staff, even if they’re not borrowing or returning books.

*Key services at Dunton Library (main areas of impact only)*

Literacy	Health	Digital
Homework Club	Rhymetime Lego Club Grab and Go bags Warm space Tea and chat	Bus pass application Blue badges Travel documents Return labels Email

**DIGITAL INCLUSION COMPOSITE CASE STUDY 3: COMMUTER BELT  
‘LINTON ABBOTS LIBRARY’**

*Background*

The library is a purpose-built 1930s building, retaining many of its original decorative features. It is isolated from the main pedestrian routes by a busy road, although there is an adjacent pelican crossing.

The public space is all on the ground floor, with the children’s area in one corner, linked spaces for reference books, a PC area and a hireable space that previously had PCs. The IT area has six PCs (two with visual impairment keyboards) and five chairs; the PC printing facility has not worked since the pandemic. This space is used for financial advice and banking sessions, following the closure of bank branches in the town. The enquiries desk is fully screened, which makes some interactions with older and disabled users more difficult.

Charging for services and space hire has been the library’s most direct response to recent budget reductions.

*The library offering*

The library has a good book collection with many recent acquisitions, including some foreign language books (Tamil and Polish); there is also a wide selection of hard copy magazines and four daily newspapers. Since the pandemic, there has been an increase in the remote use of digital services and borrowers are taking out more books for longer periods.

The staff see a clear distinction between ‘library work’ and ‘digital work’ and are uncomfortable with the speed at which their work is changing. They see themselves as pioneers or leaders in digital. They regret the loss of interaction around digital training, which is now mostly online, and see themselves as having a much greater social- and community-oriented role than previously.

The library offers hour-long 1:1 digital skills taster sessions led by a volunteer, mostly employment-focused, and charged for. The biggest digital activity for staff is helping library users print from their phones, using the library app. They have a strict code about not helping with any activity which may involve users’ personal or financial information (e.g. booking tickets), and people are advised to bring somebody with them; staff mentioned visually impaired users as the largest group facing these difficulties.

The library has a range of groups for children and older people, many of which are charged for; this depends on the event and the demographics – staff see a value in charging as “if it’s free, people won’t bother to attend.” Events are publicised online via the library’s Facebook page, where staff estimate there are typically 30 views per post.

The staff are committed to outreach activity and are aware that their non-judgemental approach sets them apart from other public services. Outreach activities include a dementia group based in one of the local churches, work with the YMCA to help homeless people, local SEN schools for ‘Time to Read’, and the district council. The library is part of a local initiative to give free lunch vouchers to disadvantaged people (on request, no questions asked).

A recent development is the creation of a ‘maker space’ with facilities for 3D printing, virtual reality (VR), digital embroidery, digital cutter and business development. This is mostly used by students from the local college and people working from home, who need quiet space. The more advanced technologies are underused, as the support and informal ecosystem around the hub are insufficient to achieve the mass critical for self-sustaining success.

*Key services at Linton Abbots library (main areas of impact only)*

Literacy	Health	Digital
Time to Read in SEN schools Saturday stories Weekly ESOL group	Dementia group Work with homeless (YMCA)	Bus pass application Blue badges Returns labels Police-led sessions on cybersecurity awareness

## STEP TWO: THEMATIC CASE STUDY - HEALTH, WELLBEING AND INDEPENDENT LIVING

### HEALTH, WELLBEING, AND INDEPENDENT LIVING CASE STUDY – METHODOLOGY






Case studies for the health, wellbeing, and independent living theme of this evaluation were selected by UEA researchers to highlight the benefits of library initiatives in the Eastern region. We selected one case study for health and one for wellbeing, though divided independent living in two to provide better coverage of the value libraries bring to people.

Overall, these case studies demonstrate a qualitative approach via stakeholder conversations, observations, and the initial overview workshops to understand the value of the services provided by the libraries in the Eastern region. Using qualitative case studies provides real life examples, supported by sound research, to build the quantitative economic evaluation.

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#### RECRUITMENT METHOD




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-  Desk based research
-  Workshops
-  Two site visits
-  Chats with library staff (face to face and online)
-  Chats with service users (face to face)

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#### CONTRIBUTORS


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-  Fifteen library staff
-  Eight service users
-  Fifty-four workshop attendees

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#### ANALYSIS

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-  Thematic analysis of chats

These case studies offer examples chosen from the wide range of programmes run by libraries in the Eastern region. Thetford (Norfolk) was selected for the case study on health because the town experiences a high incidence of unhealthy behaviours (diet, smoking, alcohol consumption, low physical activity), which consequently result in more episodes of avoidable chronic health conditions, such as coronary heart disease, and some cancers. Health data are presented for the east and west of Thetford which show the effect of deprivation on health.

Clacton, Essex, was chosen for the wellbeing case study because of the high incidence of mental health problems, which may be due to deprivation in the seaside town. The other two case studies relate to independent living, representing schemes devised at county level for countywide access. They describe the Slipper Swap initiative, and mobile library services. Hertfordshire developed a Slipper Swap scheme to reduce the risk of falls in older and vulnerable people, while the mobile library services in Cambridgeshire support people living alone and living in rural communities. The mobile service is a miniaturised version of a static library and therefore overlaps with the other three case studies in this theme, and with the Children's literacy theme.

### **MAIN FINDINGS – HEALTH, WELLBEING AND INDEPENDENT LIVING**

The library service provides numerous activities to help improve health, wellbeing and independent living for adults living in the Eastern region of the UK. The case studies focus on activities that attract older adults, however, there may be potential for greater diversity. Many of the activities provided by the library service could be included for social prescribing to improve health, wellbeing and independent living. The three themes addressed in this evaluation – Digital inclusion; Health, wellbeing and independent living; Children's literacy – are interconnected, as they all contribute to the wellbeing of service users across the life course.

Much of the value of the library service is intangible and hard to put a monetary value on. The economic valuation based on the Knit and Natter case study shown below may look modest because it focuses on provision at a single branch library, but if costed at county level the sums would be considerable. In addition, there are challenges to the service, such as constraints of time and funds; much more could be done with additional resources. Each case study offers insight into future directions for the library service, however, collectively, there should be exploration of engaging with minority groups, men, young adults, and others who do not use the service. Development of best practice guidelines to engage these communities, to promote and welcome cultural exchanges, could be one point for action.

### *Thetford Library, Norfolk: Books and Boots activity*

Thetford is a rural market town with around 26,000 inhabitants. It is considered one of the most deprived areas in Norfolk (Ministry of Housing, Communities and Local Government, 2019). Unhealthy lifestyle choices (diet, smoking, alcohol consumption, low physical activity) contribute to major health conditions, preventable cancers, musculoskeletal conditions, and mental health that are above the national average (Norfolk County Council, 2020). This reflects the links between deprivation and poor health identified in recent research, as described by Michael Marmot (Marmot et al, 2020).

At Thetford library, people can join a monthly Books and Boots group. Books and Boots was established as part of the wider Healthy Libraries programme, in partnership with Public Health Norfolk, with the aim of promoting healthier living in the county. It links walking outdoors with reading.

The programme sought to overcome challenges experienced by the local community, such as the cost of purchasing books. When the group began six years ago, it had 12 members, and the library manager led the walk, pointing out wildlife and historical points of interest, which members enjoyed. Participation numbers have halved since the Covid-19 pandemic, but those attending liked the informal nature of the group and were keen for it to continue and grow. Members liked being introduced to books that were ‘out of their comfort zone’, and they enjoyed walking about two miles along the river in a beautiful rural area adjacent to the library. One of the group’s members remarked, “[I] don’t know what we’d do without libraries.”

Books and Boots groups impact health in multiple ways. There are the health benefits of walking that reduce the risk of many chronic diseases, such as cardiovascular disease, diabetes, cancers and obesity (NHS, 2019). In addition, walking impacts mental health both directly (Kelly et al, 2018) and indirectly through socialisation (Hanson and Jones, 2015). Furthermore, walking in green spaces is also known to have a positive benefit on health (Barton, Hine and Pretty, 2009). Sedentary behaviour results in excess healthcare costs: cardiovascular disease (£424m), type 2 diabetes (£281m), colon cancer (£30m), lung cancer (£19m) and endometrial cancer (£7m) (Heron et al, 2019). Conversely, interventions to increase physical activity in adults are cost effective (Munro, 1997). For example, twice-weekly exercise classes for 10,000 participants would prevent 230 patient events with an attached annual healthcare cost of £601,000 (1997 prices) (Munro, 1997). Research in Norfolk shows that physical activity is associated with lower hospital admissions and the less time spent in hospital (Luben, 2020).



“I don’t know what we’d do without libraries.”

“I feel that they [libraries] are a community hub, if we’re trying to move towards prevention – early intervention – supporting our communities at an early stage.”

### *The value of libraries for health*

Members of the Thetford Books and Boots group take the walk independently of the library manager. The library continues to support the group by welcoming group members to the library, choosing books for the group, and by ensuring refreshments are available after the walk.

Walking is an activity that most people can do at very little cost. Norfolk has 12 walking events each year and other counties, such as Hertfordshire, have over 20 events (Storywalk), attended by more than 190 people. In addition to walking, there are many other physical activity events held in libraries across the Eastern region. For example, there are running groups in Norwich held in partnership with MIND, a mental health charity. Norfolk also offers yoga with instruction in English and Polish, while other counties provide free seated and outreach yoga and Pilates. Such activities have potential value to reduce the burden on the National Health Service. Libraries also function as safe non-medical places for people to seek holistic health information and are ideal for signposting to other services as required, as described by a healthcare worker: “I feel that they [libraries] are a community hub, if we’re trying to move towards prevention – early intervention – supporting our communities at an early stage.”

Libraries offer health-related support through books, digital access to health information, and signposting. Thetford library also has strong links with other organisations, including Norfolk Public Health and the Charles Burrell Centre, which support people in surviving the economic crisis and in improving their health. These facilities can empower people to improve their health literacy, change their behaviours, and effectively manage long-term health conditions.

### *Future directions*

In partnership with Active Norfolk, Norfolk Ramblers, and other groups, libraries could increase Books and Boots groups in Norfolk and the Eastern region to offer opportunities for more people to stay active. The toolkits already used by library services could be further developed into best practice guides to steer the setting up of such groups and to help library professionals. There is potential for increasing access for young adults, families, and people with disabilities with suitable walking routes and support. Books and Boots, as well as similar activities in the Eastern region, could be used by General Practitioners and social prescribers for improving the health and wellbeing of those seeking treatment.

### *Clacton Library, Essex: Knit and Natter activity*

Clacton-on-Sea is a coastal town with a population over 53,000 (Census, 2021). This seaside town is one of the most deprived in the UK. It has many older people, children with low education attainment and high unemployment (Department of Health and Social Care, 2021). Despite wellbeing and mental health benefits of living by the sea, the impacts of deprivation reveal a different picture. Clacton has more incidences of preventable diseases than the rest of Essex and the second highest score for poor mental health in England, often leading to self-harm and suicide (Ministry of Housing, Communities, and Local Government, 2019). Employment, health, and connection are key drivers of wellbeing, and improvements made in these areas can produce greater benefits (Office of National Statistics, 2023). Social isolation and loneliness negatively impact wellbeing across the life course, and these needs should be addressed across communities and society (Mental Health Foundation, 2022). Providing places and spaces for people to interact is important – libraries are key to this by offering many free group activities.

Knit and Natter is one such activity group, held weekly in Clacton library, that can help overcome social isolation and loneliness and improve wellbeing. Around five participants meet at the library weekly, following the closure of the previous venue. The ladies are of older age and most travel to the library by public transport or mobility scooter. The volunteer for the Warm Welcome Campaign, a community initiative that was set up in response to the cost of living crisis, helps the group and makes refreshments. People attending the Knit and Natter groups welcome the opportunities for socialisation and getting to know people. One member of the group said, “I look forward to it. Gets me out of the house.”

The room is free for the group to enjoy conversation while knitting, crocheting, or sewing and sharing knowledge about projects. People can take refreshments provided by the library and set up their own social media groups; however, group members said they were not particularly confident with computers and preferred in-person activities. Creative activities and group sessions can improve wellbeing and mental health across the life course (Fancourt and Finn, 2019); additionally, providing social activities can reduce loneliness and be effective for people with mental health issues (Brooks et al, 2022).

### *The value of the libraries for wellbeing*

Clacton library provides free space for the Knit and Natter group, which otherwise may have folded due to closure of other facilities. Libraries are ideally placed to fill gaps left by closure of other facilities, such as day centres. Knit and Natter sessions are commonly available in libraries across the Eastern region. For example, in Essex there are 27 weekly Knit and Natter events attended by around 180 people. In Hertfordshire there are more than 230 Knit and Natter events, which are attended by over 1,600 people. Knit and Natter members in Norfolk also participated in charity projects such

as making clothes for premature babies, and the shoe box scheme for refugees, which adds further value for wellbeing.

Knit and Natter sessions may be most popular with older people, but there are different activities to support the mental health and wellbeing of other age and demographic groups. In libraries across the Eastern region, art and creativity sessions are available which are directly aimed at improving wellbeing. Many libraries offer support groups for people with long-term health conditions and their carers. Such activities may improve wellbeing by providing a safe space for shared experience and support, leading to a sense of camaraderie and community. As part of the Home Service, volunteers visit people in their own homes and bring books, thus connecting with people unable to travel to libraries. Home services have the potential to combat feelings of isolation amongst people living in rural/coastal areas who face difficulties in reaching library services and maintaining social connection.

The library service contributes to wellbeing indirectly by supporting people to navigate systems and gain access to other services e.g. signposting through pamphlets and online resources. Many libraries offer literacy and digital technology classes and help people gain additional skills through adult education and training opportunities. For instance, a library in Essex has a café where people can learn to become baristas. The library also hosts children's activities, literacy sessions, and intergenerational programmes that positively impact wellbeing.

Overall, libraries address wellbeing in many ways that help to reduce the use of NHS and social care services. As a Council member of staff at a stakeholder workshop noted: "We're using libraries as community hubs because we're commissioning our services to sit in those libraries to support older people specifically. But in terms of adult social care, they really are kind of one of our front doors to a safe space that people don't feel scared to go in, where open conversations happen quite naturally."

### *Future directions*

There is potential for partnerships with organisations such as Age UK to create further opportunities for overcoming social isolation and to challenge normative expectations of activities according to gender, as found for knitting. 'Read my Mind' was developed in Norfolk to support mental health for men, in partnership with Public Health. The initiative already has over 70 participants and could be extended across the Eastern region. This could be further developed to provide non-clinical support for people with mental health issues while waiting on community therapy team lists. These wellbeing activities could be added to social prescribing lists<sup>4</sup> to offer people alternative ways to gain help.

<sup>4</sup>Non-clinical support for patients waiting for mental health treatment | NHS Confederation

## HEALTH, WELLBEING AND INDEPENDENT LIVING CASE STUDY 3: INDEPENDENT LIVING

### *Hertfordshire libraries: Slipper Swap scheme*

Around 30% of people aged 65 and over suffer a fall at least once a year. The proportion rises to around 50% of people aged 80 and over. Having a fall causes pain and psychological distress, and around 5% of falls result in a fracture and hospitalisation (Public Health England, 2022). The cost to the NHS is over £ .3bn per annum. More than 25,000 emergency admissions due to falls in people aged 65 and over were recorded in the East of England region during 2020/21 (Office for Health, Improvement, and Disparities, 2023). Falls prevention includes behavioural aspects, such as staying active, eating well, and drinking enough, as well as practical solutions, such as looking after eyesight, hearing, choosing the right footwear (Menant et al, 2008), and having non-slip walking aids (Age UK, 2020). Physical activity can reduce the risk of falls by 34% (Sherrington et al, 2019) and the relative risk reduction of falling when hearing loss is corrected with suitable hearing aids is 13% (Mahmoudi et al, 2019).

To reduce the risk of falls, Hertfordshire Libraries, in partnership with Adult Social Care, developed the Slipper Swap initiative. Between October and December 2022, eight Slipper Swaps were held and gave out 395 pairs of slippers to people in Hertfordshire communities. Slipper Swap events were made into social events for people to engage with other people and organisations, such as Citizens Advice Bureau (with information on keeping warm and the cost of living crisis), social prescribers, Macmillan Cancer, Age UK, Herts Healthy Hubs, Fire Safety Officers, Carers in Herts, Herts Healthy Walks, local police, and local Lions Clubs.

The local police became involved after making a house call to an elderly housebound resident who had been targeted by vandals. The police officer noticed the poor condition of the resident's slippers and made a return visit with some literature on falls prevention and a pair of robust slippers. The Slipper Swap is aimed at older and vulnerable people and everyone, including the service users, were pleased with the initiative:

“On one occasion I was descending carpeted stairs in my home, as usual, and slipped halfway downstairs to the bottom. I could very well have broken a limb. These slippers I have received will make a difference and it's therefore a preventative measure.”

### *The value of libraries for independent living*

Hertfordshire library service has added value due to the potential reduction in the risk of falls in older and vulnerable people. The Slipper Swap adds to social activities already on offer to provide stimulation and interaction that will also impact on wellbeing and health. Maintaining good health and wellbeing is essential for people to live independently, and the libraries offer information and support for this.

Across the rest of the Eastern region, initiatives such as replacement of ferrules (non-slip walking aid tips) and hearing aid batteries reduce the risk of falls and the attached need for emergency health and social care. Other information helps people stay safe within their homes and communities.

Outreach services, such as the Library Home service, continue the work by visiting people at home and in local communities. During the Covid-19 pandemic, some libraries telephoned service users to find out how they were. The service users valued this as they had little or no contact with other people.

Libraries work with other organisations, such as Adult Social Care, to share information about falls prevention and to signpost service users to other places if they need help with other issues. These are great opportunities for professionals, like occupational therapists, to work in the community and help older people. The work of libraries was seen as invaluable to staff in county councils: “We know that falls are very costly in terms of health interventions, but also leading to adult social care interventions. These [issues] can all be supported within libraries. So, for example, Cambridgeshire libraries offer walking stick trade-ins for people needing hearing aids. All of those are bits of equipment that they can support people with, that can lead to a de-escalation of need, which is what we want to do really in terms of adult social care and health.”

#### *Future directions*

Libraries should continue to develop partnerships with organisations to promote and support independent living. Strategies such as the Slipper Swap can help to reduce falls and promote independent living; however, other library services are not aware of all the activities. These strategies and activities could be articulated in best practice guidelines, where library professionals present details of new initiatives, to include the partners involved, and how they are disseminated for sharing across the region.

## HEALTH, WELLBEING AND INDEPENDENT LIVING CASE STUDY 4: INDEPENDENT LIVING

### *Cambridgeshire: Mobile library service*

Cambridgeshire has three mobile library vans that call at 388 locations in 98 villages and communities once a month.

The library vans have a broad range of books, and people using the service can order books and CDs as well as swap magazines and jigsaws. In addition, the vans carry a range of services including the sale of stamps and reading glasses, and free walking stick ferrules and NHS hearing aid batteries.

The vans visit care homes, primary schools, playgroups, day centres, housing shelters, and other places where people are socially isolated (Shared Intelligence, 2017). The breadth of stops also includes campuses, science parks and retail parks. All vehicles have lifts for easy access. Each van supports between 20 and 60 people per day of all ages and provides an opportunity for them to meet others in the community. The staff provide non-judgemental interactions that build trust with services users. This trust allowed a young person to tell a staff member about potential safeguarding issues. Another service user came to the library van to tell the staff that her healthcare tests had come back negative. She was overjoyed but had no one else to tell.

Social isolation and loneliness are associated with the risk of falls (Petersen, König and Hajek, 2020). Falls cost the NHS over £2.3bn per annum, but this figure almost doubles (£4.4bn) with social costs and productivity costs (Care Industry News, 2017). Furthermore, loneliness can affect anyone across the life course. The annual economic costs of mild, mild to moderate, and severe loneliness in the UK are estimated as £6,429, £8,157 to £9,537, and £9,976 respectively. Loneliness also places an individual at greater risk for conditions such as depression, heart disease, stroke, and dementia (Peytrignet, Garforth-Bles and Keohane, 2020), with associated healthcare costs. Research is limited on what works well to reduce social isolation and loneliness, but commissioners are urged find ways to reduce these and the subsequent use of health and social care services (Social Care Institute for Excellence, 2018).

### *The value of libraries for independent living*

Mobile library services are essential for people unable to access static library services, however, some mobile library services in the Eastern region are under threat due to financial cuts in the public sector, while others have already been cancelled. Mobile libraries provide a lifeline to rural communities and can reduce the social isolation of living alone in rural areas. Norfolk Mobile Library Service has hundreds of stops within local communities, which include playgroups, schools, care homes and village halls. A recent stakeholder consultation in Norfolk showed that mobile library services are key to local communities to reduce loneliness, social isolation, and to improve literacy (Norfolk County Council, 2023:564).

Mobile libraries offer an environmentally friendly service. In the context of the cost of living crisis, they also provide access to the library service for those who cannot afford

to travel to central libraries. In addition to the loan of books, library staff can share information, monitor the health and wellbeing of service users, and signpost participants and carers to other services or even alert social services if they see a problem. These are hidden values for which it is hard to evaluate the full economic benefit.

Mobile libraries have added value by selling or replacing items that can reduce the risk of falls and additional costs for health and social care. Additionally, public awareness of the wider library service is promoted by the mobile vans going to events around the county. Mobile libraries use social media to alert service users to their stops. This strategy has increased use of services, especially by families with young children and people who would normally have been at their workplace at the time of a mobile library visit.

Cambridgeshire libraries also work in partnership with Cambridgeshire Deaf Association to provide hearing aid batteries and support for people with hearing problems. A member of the public from a stakeholder workshop said: “Libraries are important places. They are institutions and mean so much to so many people.”

Likewise, library staff appreciate the need for the library services that travel around the community and the volunteers who visit service users in their own homes: “The home library service has a huge value to those who can’t leave their homes for whatever reason.”

#### *Future directions*

Library services could use local consultations, such as the consultation conducted in Norfolk, to understand local needs and redesign mobile services to meet these needs in line with The Public Libraries and Museums Act 1964 and relative to economic constraints. For example, the Slipper Swap scheme successfully pioneered in some localities could be added to mobile libraries to provide further value to the library service, support people living alone and in isolated rural areas, and help to reduce the risk of falls. More research is needed to understand the hidden value of mobile library services in the Eastern region.



## STEP TWO: THEMATIC CASE STUDY - CHILDREN'S LITERACY

### CHILDREN'S LITERACY CASE STUDY METHODOLOGY

In combination, the case studies we present in this section allow us to consider library service provision for children's literacy from birth to adulthood, across the birth to 18 age range. The cases allow us to make focused investigations of the relationships between library service literacy provision and school provision for three different age groups, also taking account of the changing roles of families, parents and carers for children across that stage in the life course.

Our selections also allow us to make links with the other two themes of investigation in this evaluation (Health, wellbeing and independent living; Digital inclusion), to recognise the multiple and overlapping functions and impacts of library programmes. We complement each area-based case study with desk research considering programmes and provision in other areas which have similar functions and aims. Finally, our case studies afford qualitative exploration of the value of services through stakeholder testimony, observation and fine-grained attention to programme design and operation. This qualitative case study approach is aligned with our quantitative approach to examine the monetary value of library services, providing illustrative examples of 'value' as it is experienced by users of library services.

Our selection of cases is based on the general requirements of the LCE commission and on the requirements of evaluation specific to the theme of children's literacy. We were asked to examine the impacts of library provision on the positive contribution that engaging with public libraries can have on a child's school readiness and levels of literacy. We explore how public libraries support families and children with their literacy needs post-Covid recovery, for impacts on the development of literacy skills through the life course, including on self-esteem, accessing information, employment prospects, and health and wellbeing. Libraries provide safe and comfortable spaces where people can develop their literacy skills, complementing the support that parents/carers and schools provide for young people. We will also address the benefits of free access to books, IT, events, and activities that engage young people with reading and information as well as to enjoy reading for pleasure.

We have selected three examples of library literacy and reading programmes for children and young people to investigate, to understand their operation, format and the involvement of stakeholders.



### *Selection of case studies according to topic, age range and location*

The selected programmes reflect different age groups between birth and 18, and engage parents/carers and families in different ways. They also represent the range of relationships between library services and schools, other services, charities and voluntary organisations.

The first case study is an instance of the core library provision of pre-school parent-and-toddler ‘Storytime’ sessions, a form of early literacy and oracy support catering for the birth to five age range, directly relevant to school readiness and giving insight to how libraries respond to parental and family literacy needs. The innovative element of this provision is in the co-development of the activity in partnership with the family and community centres to engage difficult-to-reach communities. Crucial parts of the programme, such as the selection of participants as well as part of the delivery of the programme itself, have been planned in collaborations between the library and the community centre and all its activities have been delivered by members of both organisations.

The second case study looks at provision for the 5-11 age group (corresponding with primary school provision), with a focus on the intersection of literacy with health and wellbeing, for instance around healthy eating and active lifestyles. We examined a ‘Fit, Fed and Read’ scheme, a form of provision which we have found across different authorities and which represents an overlap with the social and health-oriented contributions of library services, especially in a period of crisis in the cost of living. The third case study explores provision for the 14-18 age group, corresponding with the upper secondary age range when young people are engaged in study for GCSEs, A-levels and other qualifications. In this age group, young people may use libraries to support their study, for example, to inform school homework tasks (a link with home and family life), but also resulting from other motivations such as reading for pleasure. We have selected a programme which aims to encourage reading for pleasure relative to STEM subjects (science, technology, engineering and mathematics), also engaging young participants in voluntary civic contributions to their communities and developing skills likely to help them in continuing education and/or employment. The programme, called ‘Reading Sparks’, also represents a collaboration between library services and a charity, The Reading Agency, as well as connections with the secondary phase school curriculum.

The programmes we have identified represent three areas of the LCE region (Suffolk, Cambridgeshire and Hertfordshire), selected in the context of the wider evaluation which engages in activity and consultation across all areas of the LCE region. These selections also afford opportunity to explore provision in communities that vary according to socio-economic and demographic profiles.

## CHILDREN'S LITERACY CASE STUDY 1: EARLY READING 0-5 YEARS

### *Wisbech, Cambridgeshire: Storytime for pre-school children and families*

This case study describes a co-developed Storytime model designed and delivered by Wisbech Library in partnership with the Wisbech Children and Family Centres in Cambridgeshire. The study suggests the effectiveness of promoting tangible actions that link staff members from different services with an innovative and transferable model for libraries everywhere, to use for the promotion of reading.

Wisbech Library is one of the ten BookTrust Storytime libraries in England, each invited to pilot activities intended to incentivise 'difficult-to-reach' families with pre-school children to use their local library. The pilot took place between September 2021 and February 2022. Wisbech Library partnered with the Wisbech Children and Family Centres to select and involve families who would not otherwise have considered using their local library. The service developed an eight-week programme delivered and scaled up for the general community. The programme is described in a video created by the partnership, available via YouTube.

Materials collected for this case included:

- 🌿 Interviews with Wisbech library staff, the Development Officer, library users
- 🌿 Flyers, and photos gathered during a visit to the library
- 🌿 Details on the structure and content of the sessions
- 🌿 The Book Trust correspondence and materials
- 🌿 Statistics for attendance at the library
- 🌿 Cambridgeshire Libraries Service Review

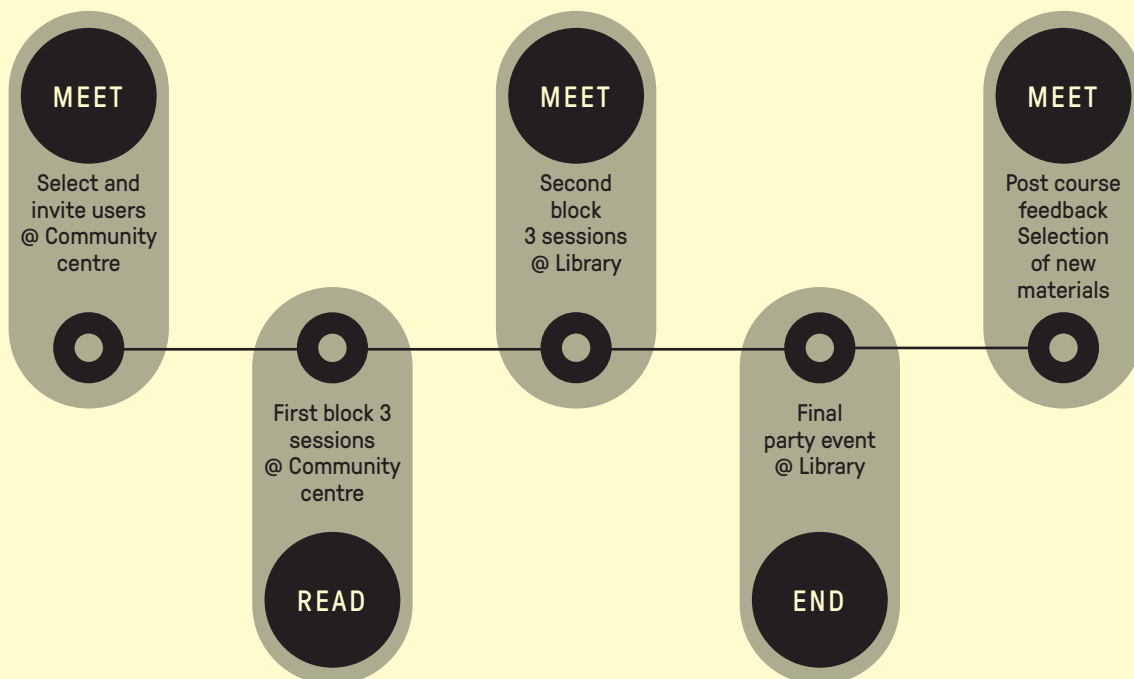
This case study describes a programme model based on the observation that low-income families do not visit libraries but are involved in weekly sessions at their local Family and Community Centres. The programme built on the idea of developing a set of Storytime sessions first delivered in the local Family and Community Centre, then moved into the library space (see design activity timeline below). Wisbech Library decided to contact the Wisbech Children and Family Centres and set up a Voting Group to select participants in low-income families who would have never considered using their library. Criteria for participation included low income, a socio-economic profile represented in the experience of parents and carers already active in the Wisbech Children and Family Centres.

The Storytime activity co-developed by Wisbech Library and Wisbech Children and Family Centres consisted of an eight-week programme devised around the Book Trust's annual Storytime Book Prize. The co-production model proposed by Wisbech Library was based on the idea that families need to be familiar with the place where the activity is based, as it would be easier to build up a sense of belonging around the activity. Each weekly session would include one resource from Wisbech Library and one from the Wisbech Children and Family Centres. The programme was delivered with a first block

of three sessions in the Wisbech Children and Family Centres (an environment familiar to the families), with a transition to the library space for the remaining five sessions after the first block. The programme concluded with a party for participants.

BookTrust invited the families joining the pilot to help select the next Storytime Prize shortlist. The parents and library staff read the longlisted books and took part in an online discussion to nominate the books for the shortlist.

### Design activity timeline



Based on the piloted activity, Wisbech Library and Wisbech Children and Family Centres now have a well-attended weekly Story/Craft session catering for children under five years old. This second offer was requested by the parents and supported as part of the First Steps Library Club project commissioned by Cambridgeshire Early Years Service. It uses funding from the Department for Education, East Fenland, and East Cambridgeshire Opportunity Area.

The Year 2 BookTrust Storytime pilot, targeting difficult-to-reach and lower income families, started in January 2023, with resources selected by parents to address better the needs and interests of that age group.

Remarking on some of the benefits of the piloted activities, the Community Library Assistant responsible for delivering the project said: "I was just there and they got to know me, so when they came to the library the idea of it wasn't quite so scary. They had a familiar face to come into the building to. They got really comfortable, and I think they realised that you can make noise, you can have fun, you know, and all the staff interacted with the children as well."

The programme has been covered in the media, with a report available online.

## CHILDREN'S LITERACY CASE STUDY 2: YOUNG READERS, 7-12 YEARS OLD

### *Hertfordshire Library Services: Literacy and health – 'Fit, Fed and Read'*

During school holidays, Hertfordshire libraries provide programmes for children eligible for free school meals. They collaborate with Hertfordshire Sports Partnership and Hertfordshire Catering Ltd to challenge the educational inequalities that can arise from hunger and isolation. National surveys assert that 16 year olds who are eligible for free school meals are less likely to earn good GCSEs than their peers, by a margin of around 27%.

Hertfordshire's Fit, Fed and Read scheme is an adaptation of the Fit and Fed scheme established by the charity StreetGames. Hertfordshire's innovation, launched in 2018, recognised an opportunity to support children's literacy as well as their nutrition and health. Fit, Fed and Read is available to children aged between 7 and 12 in ten neighbourhoods. In a typical day of the programme, it offers participating children a free nutritious meal, physical or sport activities, and creative literacy sessions which develop children's skills and confidence for the whole school curriculum. Library professionals working in the libraries of each neighbourhood design and develop the literacy sessions, whenever possible organising them in the libraries but also using other community spaces such as schools, sports centres and fire stations. First offered in the Easter and summer holidays, the successful scheme was expanded in 2022 to run in half-term holidays as well.

The value of Fit, Fed and Read for developing children's literacy has several dimensions. First, it offers fun and accessible activities for its communities, engaging families and children who may not access public libraries otherwise. Library service evaluations of the scheme have shown that some of its participants and their parents take up library membership, make return visits to libraries, and begin new habits of borrowing and enjoying books. During the scheme's book-based sessions, children join themed activities and games that develop their reading, writing, speaking and listening. Through varied themes like codebreaking, superheroes, food, and robots, children learn new vocabulary, read different genres, write for different purposes, and speak for different audiences. They enjoy listening to stories and poetry read aloud for them and with them by the Fit, Fed and Read team. They spend time with adults of different backgrounds who are role models for enjoying reading.

For the community and its families, Fit, Fed and Read has value in raising their awareness of what their local library can offer. They become more confident in visiting libraries, and in understanding how to use them. Participating families see how library resources and spaces support their children's completion of school homework. Some evaluations suggest that the scheme helps children who have been reluctant to attend school towards return. It also seems to offer a space where children and their families feel comfortable to discuss barriers to their own literacy, acting as a gateway to help from other services. Fit, Fed and Read also influences the aspirations of its participants, partnering with the University of Hertfordshire for an end-of-programme celebration day. For many families, this is their first link with a higher education institution, and

first opportunity to meet a well-known author in person. Children also receive a free book, though the wider benefit of Fit, Fed and Read extends to parents and carers who already buy books but realise that borrowing and engagement in its activities can save them money. For some themed activities around food, families received the ingredients for making a nutritious meal at home.

For the library professionals involved in Fit, Fed and Read, the scheme affords valuable links with colleagues in other local authority services and organisations. Library professionals and Sports Partnership colleagues often plan and co-teach programme activities together. They learn informally from one another as well as through reciprocal training. These teams also worked together to provide a camp for Afghan refugee children housed in Hertfordshire, with library professionals overseeing craft-based literacy activities for participants. Through collaboration, representatives of these services offer their communities experiences that respond to community needs, and which set literacy development in the context of their everyday experiences, environments and priorities.

### CHILDREN'S LITERACY CASE STUDY 3: TEEN READERS, 14-18 YEARS OLD

*Gainsborough Library, Ipswich, Suffolk: Reading for civic action – 'Reading Sparks'*  
Library and Information services provide spaces, resources and expertise to develop community and family literacies. They extend and complement models of literacy addressed by schools, and have potential lifelong impacts on science literacy and health literacy.

At Gainsborough Library in suburban Ipswich, young adults aged 14-18 share their understanding of science with children and families in their community. The library facilitates the events and communications led by the young adults through the Reading Sparks4 scheme, with materials provided by The Reading Agency.

The value of library services in relation to this scheme is substantial, in areas directly related to the literacy development aims of the Reading Sparks scheme and in other areas brought to our attention by activities linked to the scheme's provision. The availability of the scheme for this community, at this library, derives from the knowledge and skills of library professionals. It is the outcome of a competitive application process. The application, devised by library professionals, was informed by their understanding of the needs of the community served by the library, and their appreciation of the contributions that other local organisations could make to offering the scheme.

Library professionals interpret and mediate the materials of Reading Sparks to realise literacy outcomes and community impacts that would not arise from the well-designed materials alone. Library professionals select and organise book stock drawn from the scheme's reading lists, presenting these attractive books 'front facing' in carefully chosen spaces of the library to encourage visitors' engagement with them. They help library users to make links between Reading Sparks-recommended books and other library stock.

Library professionals also identify and facilitate the interactions that make Reading Sparks books and activities meaningful for library users. They help to translate experiences of the scheme from the library to home and leisure settings. They afford agency for the young adults participating in the scheme (Martin and Ito, 2013), for informal and peer-to-peer learning, as they organise events where people of all generations in their community can meet. They share their new knowledge of science (Archer et al, 2015) in themed activities they have designed themselves, making civic contributions and taking responsibility as volunteers and leaders. They also participate in and contribute to connected learning (United Nations, 2020), teaching each other the digital media skills needed to share podcasts, videos and animations on the Reading Sparks webpages for national and international audiences. Post-pandemic, the library provides physical, virtual and social spaces for young adults to meet and collaborate for the benefit of their community.

Library services contextualise and catalyse literacy learning for Reading Sparks participants and for the community. The services offer, support and conceptualise literacy development in ways which differ from formal education and school curricula. In this case study, 'reading for pleasure' includes reading non-fiction, and reading about science in diverse genres, in narratives and in poetry. It encompasses digital literacies, and acknowledges reading and making texts for real purposes, around materials and science kit provided for conducting experiments at home (Heck, 2017). Literacy develops in family and peer interactions, where speech, writing and images combine. In the process, these library service users become more confident in reading and understanding science writing in different genres, with potential benefits through life for leisure, employment, health literacy and wellbeing.





## STEP THREE: ECONOMIC VALUATION OF LIBRARY SERVICES BY THEME

### VALUATION OF DIGITAL AND COMPUTING PROVISION USING THE EVOLS TOOL

This section presents an economic valuation of library services related to digital inclusion, demonstrating application of the EVOLS tool to data about a service we considered during our case study activities. We have chosen to provide an estimate of the value of services which support library users in preparing CVs.

The value we present is based on an assumption that there are two people using this service in a branch library in any hour (i.e. two participants for this provision per hour, as observed during library visits). If we estimate the total use of this service annually, we arrive at a total of roughly 4,000 participants per year. This figure was estimated through our field research observations, though in practice it may fluctuate according to participants' needs and market conditions.

The EVOLS tool presents these estimates in a Microsoft Excel interface which looks like this:

Computer/digital literacy (CS10)	
Participants per year	4000
Value per Participant	£379.20
Inflated Value	£379.20
Total Value	£1,516,800.00

The tool also provides this contextualising information:

#### ASSUMPTION

Based on the assumption of two participants per hour for 250 days (library opening hours).

#### SOURCE

Good Things Foundation, 2022. *The economic impact of digital inclusion in the UK*. (Taking the average cost of all digital learners today as £176.21).

#### COMMENTS

In terms of libraries' activities, we assume a cost of £40 per participant, multiplied by a CBR of 9.48 we calculate the value per participant).

This provides a benefit of around £379 per participant.

We estimate that the total value of this provision is £1,516,800.



## VALUATION OF HEALTH, WELLBEING AND INDEPENDENT LIVING PROGRAMMES USING THE EVOLS TOOL

The screenshots below show valuations for four services relevant to our case studies for this theme. We have presented four services to illustrate the variation in participant numbers and value for services relevant to this theme, as the forms of provision differ greatly depending on the aspect of health, wellbeing or independent living they address. The screenshots are drawn directly from the EVOLS tool which can be used on any device capable of running Microsoft Excel. We entered data about each service to the tool, generating the valuations shown below.

The data show that services related to this theme have values per participant which vary between £244 (from low intensity, less impactful services) and £60,000 (from higher intensity and more impactful interventions).

In addition, we present illustrations of other information available to users of the EVOLS tool in its interface. The figures below show details that are typically displayed in the tool, which can include information on literature, research or assumptions which inform the modelling and resulting estimates of value. Often they are accompanied by brief explanatory comments. The information provided for each service can vary according to availability, so the forms of information used in each valuation may also vary.

### SERVICE A

Falls Prevention Case Study (CS4)	
Participants per year	10
Value per Participant	£739.00
Inflated Value	£831.45
Total Value	£8,314.47

### SOURCE

PHE, 2018. A Return on Investment Tool for the Assessment of Falls Prevention Programmes for Older People Living in the Community. Available at: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/679856/](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/679856/)

[A\\_return\\_on\\_investment\\_tool\\_for\\_falls\\_prevention\\_programmes.pdf](#)

## SERVICE B

CBT Mental Health Case Study (CS5)	
Participants per year	80
Value per Participant	£244.00
Inflated Value	£251.11
Total Value	£20,089.12

### ASSUMPTION

Two sessions per week for 40 weeks as per observations of the research team.

### SOURCE

Knapp, M, Wong, G, 2020. Economics and mental health: the current scenario. World Psychiatry 19, 3–14. doi:10.1002/wps.20692.

### COMMENTS

We have adopted an RoI 2.3:1 based on Knapp 2020. The cost per session is £106 in 2021 values (PSSRU 2021).

## SERVICE C

Read My Mind Case Study (CS6)	
Participants per year	1
Value per Participant	£60,000
Inflated Value	£71,643.14
Total Value	£71,643.14

### ASSUMPTION

Conservative assumption of delaying completed suicide for one participant.

### SOURCE

McDaid, D, Park, A, Zervedas, P, 2017. Commissioning Cost-Effective Services for Promotion of Mental Health and Wellbeing and Prevention of Mental Ill-Health. LSE Personal Social Services Research Unit.

## COMMENTS

According to the PHE report, there are economic benefits from delaying completed suicide as the number of lost years of productive activity will be reduced; overall it is estimated that, on average, costs averted of around £60,000 per year per person of working age can be realised where suicide is delayed.

## SERVICE D

Loneliness - Knit and Natter (CS9)	
Participants per year	5
Value per Participant	£5,692.00
Inflated Value	£6,038.64
Total Value	£30,193.21

Following the same sequence, data for mobile library services modelled in the EVOLS tool estimates a value of the service of £49.70 per participant. The screenshot from EVOLS shows the bases of this evaluation:

Mobile Libraries (CS11)	
Participants per year	6437
Value per Participant	£49.70
Inflated Value	£49.67
Total Value	£319,725.79

The additional data for this valuation is as follows:

## ASSUMPTION

Participants based on case studies' average yearly visits in mobile libraries.

## SOURCES

Verbooy K, Hoefman R, Jobvan E & J, Brouwer W, Time Is Money: Investigating the Value of Leisure Time and Unpaid Work Value in Health 21 (2018) 1428-1436;

Amazon statistics (value per book), Arts Council of England report (2014).

The total value of each of these services depends on the number of participants using each service. Of all of the services represented here, the mobile library provision involved the largest number of participants (n=6,347) and a total value just under £320,000.

Falls Prevention Case Study (CS4)	
Participants per year	<b>10</b>
Value per Participant	<b>£739.00</b>
Inflated Value	<b>£831.45</b>
Total Value	<b>£8,314.47</b>
Comments	Assumption based on typical Tai Chi cohort as describe by Public Health England (PHE)
Source	PHE, 2018. A Return on Investment Tool for the Assessment of Falls Prevention Programmes for Older People Living in the Community. Available at: <a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/679856/">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/679856/</a>
Comment	Tai Chi has a Social Return on Investment (SRDI) of £1.97 per £1.00 invested. The cost per participant is £374.99 in 2018 values (£422.05 inflated to 2022 using a 3% interest rate). So we estimate a Social value of £831.45 per participant.
Source	A Return on Investment Tool Assessment of Falls Prevention Programmes for Older People Living in the Community.
Reference	PHE, 2018. A Return on Investment Tool for the Assessment of Falls Prevention Programmes for Older People Living in the Community. Available at: <a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/679856/">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/679856/</a>
<a href="#">GO TO CALCULATIONS</a>	

CBT Mental Health Case Study (CS5)

Participants per year	<b>80</b>
Value per Participant	<b>£244.00</b>
Inflated Value	<b>£251.11</b>
Total Value	<b>£20,089.12</b>

Comments Assumption: 2 Sessions per week for 40 weeks

Source Assumption of the research team

Comment We have adopted an RoI 2.3:1 based on Knapp 2020. The cost per session is £106 in 2021 values (PSSRU 2021). The value was inflated to 2022 using 3% interest rate

Source Economics and mental health: the current scenario

Reference Knapp, M., Wong, G., 2020. Economics and mental health: the current scenario. World Psychiatry 19, 3-14. doi:10.1002/wps.20692

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READ MY MIND CASE STUDY (CS6)

Participants per year	1
Value per Participant	£60,000.00
Inflated Value	£71,643.14
Total Value	£71,643.14

Comments: Conservative assumption of delaying completed suicide for 1 participant

Source: Assumption of the research team

Comment: According to PHE report there are economic benefits from delaying completed suicide as the number of lost years of productive activity will be reduced; overall it is estimated that on average costs averted of around £60,00 per year per person of working age can be realised where suicide is delayed

Source: Commissioning Cost-Effective Services for Promotion of Mental Health and Wellbeing and Prevention of Mental Ill-Health. LSE Personal Social Services Research Unit

Reference: McDaid, D., Park, A., ... Zerveddas, P., 2017. Commissioning Cost-Effective Services for Promotion of Mental Health and Wellbeing and Prevention of Mental Ill-Health. LSE Personal Social Services Research Unit

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LONELINESS - KNIT AND NATTER (CS9)

Participants per year	5
Value per Participant	£5,692.00
Inflated Value	£6,038.64
Total Value	£30,193.21

Comments Based on case studies and libraries field research

Source Libraries field research

Comment Estimates based on Loneliness monetisation report (Department for Digital, Culture, Media & Sport, 2020). The report shows the median total cost of the loneliness per year per individual is around £6,429-£9,538 depending on the degree of loneliness.

Source Loneliness Monetisation Report

Reference Department for Digital, Culture, Media & Sport, 2020. Loneliness Monetisation Report

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**MOBILE LIBRARIES (CS11)**

Participants per year	<b>6437</b>
Value per Participant	<b>£49.70</b>
Inflated Value	<b>£49.67</b>
Total Value	<b>£319,725.79</b>

Comments: Based on the average yearly visits in mobile libraries

Source: Case Study

Comment: Average of the value of borrowed book (Amazon statistics) and the leisure time of browsing and wellbeing WTP

Source: Various

Reference: Verbooy K, Hoefman R, Jobvan E & J, Brouwer W. Time Is Money: Investigating the Value of Leisure Time and Unpaid Work Value in Health 21 (2018) 1428-1436; Amazon statistics (value per book), Arts Council of England

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## VALUATION OF CHILDREN'S LITERACY PROGRAMMES USING THE EVOLS TOOL

The screenshots below show EVOLS valuations for each programme described in our case studies for this theme. Earlier sections of this report present EVOLS valuations for other themes and explain how the EVOLS tool functions to provide valuations in these formats.

Each literacy programme shows a value per participant of £279. Though the programmes differ in aims, their design and delivery principles have some commonality, which may account for the parity of value per participant. However, programmes involve or engage different numbers of participants. The Reading Sparks programme, for example, involves volunteer participants in similar numbers to the other programmes described here, but also engages many other participants in the community through events organised by library professionals and the volunteers. In the valuation data presented, this results in a higher total value than the other programmes described. The valuation using EVOLS is limited to monetary valuation and does not address the other forms of value offered by these programmes and which we described in our case studies.

<div style="display: flex; justify-content: space-between; border-bottom: 1px solid black; padding-bottom: 5px;"> <span style="border-bottom: 1px solid black; width: 30%;"></span> <span style="border-bottom: 1px solid black; width: 40%; text-align: center;">Book Trust Storytime Price (CS3)</span> <span style="border-bottom: 1px solid black; width: 30%;"></span> </div>	
Participants per year	<b>30</b>
Value per Participant	<b>£279.00</b>
Inflated Value	<b>£474.98</b>
Total Value	<b>£14,249.36</b>

<div style="display: flex; justify-content: space-between; border-bottom: 1px solid black; padding-bottom: 5px;"> <span style="border-bottom: 1px solid black; width: 30%;"></span> <span style="border-bottom: 1px solid black; width: 40%; text-align: center;">Fit and Fed Case Study (CS2)</span> <span style="border-bottom: 1px solid black; width: 30%;"></span> </div>	
Participants per year	<b>30</b>
Value per Participant	<b>£279.00</b>
Inflated Value	<b>£474.98</b>
Total Value	<b>£14,249.36</b>

<div style="display: flex; justify-content: space-between; border-bottom: 1px solid black; padding-bottom: 5px;"> <span style="border-bottom: 1px solid black; width: 30%;"></span> <span style="border-bottom: 1px solid black; width: 40%; text-align: center;">Reading Sparks Case Study (CS1)</span> <span style="border-bottom: 1px solid black; width: 30%;"></span> </div>	
Participants per year	<b>650</b>
Value per Participant	<b>£279.00</b>
Inflated Value	<b>£474.98</b>
Total Value	<b>£308,736.24</b>

As readers of this report are now familiar with the forms of information provided by EVOLS, described in relation to the other two themes, here we present screenshots of the full EVOLS displays for each literacy programme we considered. These include details of sources and explanatory comment.

Reading Sparks Case Study (CS1)	
Participants per year	<b>650</b>
Value per Participant	<b>£279.00</b>
Inflated Value	<b>£474.98</b>
Total Value	<b>£308,736.24</b>
Comments	165 Families (250 adults & 650 children)
Source	The Reading Agency - Reading Sparks Final Reporting Template, November 2022
Comment	As a proxy we used the value of the Sure Start Programmes in UK. Spreading this benefit across all eligible children (as was done with costs) produces an average lifetime economic benefit to society of between £279 and £557 per eligible child. Two-thirds of the economic benefit is received by taxpayers and one-third goes to families. The lower bound value used to inflated to 2022 values using a 3% interest rate.
Source	Research Report DFE-RR073 - National evaluation of Sure Start local programmes: An economic perspective
Reference	2004. The National Evaluation of Sure Start Local Programmes in England. Child and Adolescent Mental Health 9, 2-8. doi:10.1046/j.1475-357x.2003.00069.x
<a href="#">GO TO CALCULATIONS</a>	

Fit and Fed Case Study (CS2)

Participants per year	<b>30</b>
Value per Participant	<b>£279.00</b>
Inflated Value	<b>£474.98</b>
Total Value	<b>£14,249.36</b>

**Comments** Staff from 10 Libraries deliver to up to 30 children in each location (school) a one-hour session 1x a week. This programme lasts 1 year

**Source** Case Study

**Comment** As a proxy we used the value of the Sure Start Programmes in UK. Spreading this benefit across all eligible children (as was done with costs) produces an average lifetime economic benefit to society of between £279 and £557 per eligible child. Two-thirds of the economic benefit is received by taxpayers and one-third goes to families. The lower bound value used to inflated to 2022 values using a 3% interest rate.

**Source** Research Report DFE-RR073 - National evaluation of Sure Start local programmes: An economic perspective

**Reference** 2004. The National Evaluation of Sure Start Local Programmes in England. Child and Adolescent Mental Health 9, 2-8. doi:10.1046/j.1475-357x.2003.00069.x

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Book Trust Storytime Price (CS3)

Participants per year	<b>30</b>
Value per Participant	<b>£279.00</b>
Inflated Value	<b>£474.98</b>
Total Value	<b>£14,249.36</b>

Comments 5 families attended each week (5 Adults / 6 Children) for 8 weeks

Source Case Study

Comment As a proxy we used the value of the Sure Start Programmes in UK. Spreading this benefit across all eligible children (as was done with costs) produces an average lifetime economic benefit to society of between £279 and £557 per eligible child. Two-thirds of the economic benefit is received by taxpayers and one-third goes to families. The lower bound value used to inflated to 2022 values using a 3% interest rate.

Source Research Report DFE-RR073 - National evaluation of Sure Start local programmes: An economic perspective

Reference 2004. The National Evaluation of Sure Start Local Programmes in England. Child and Adolescent Mental Health 9, 2-8. doi:10.1046/j.1475-357x.2003.00069.x

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# THE VALUE AND IMPACT OF PUBLIC LIBRARIES IN THE EAST OF ENGLAND: FINDINGS

When we synthesise the findings of our linked approaches to gauging value, we identify the value of library services in these terms:

## *The intrinsic value of libraries*

Participants in our research for evaluation commented on the intrinsic value of libraries in workshops and in activities reported in our thematic case studies. Often this value was associated with free and holistic provision, and connected with the three themes we investigated (Health, wellbeing and independent living, Digital inclusion, and Children's literacy) and other areas. Participants felt and recognised that library services evolve to meet the needs of their communities. They articulated many qualities for which they valued library services, including:

- 🌿 their flexibility and responsiveness to local needs and circumstances
- 🌿 the variety of services on offer, presented in different modes and formats
- 🌿 their contributions to partnerships with other services, organisations and community groups, including leadership and innovation
- 🌿 their provision of space and material resources for voluntary and community-led activities which may not otherwise be resourced
- 🌿 their contribution to learning and building skills, for leisure, education and employment
- 🌿 their outreach activities to engage difficult-to-reach groups in public life and social connection

In many ways, and for many people, libraries provide services and resources for living and for living better.



In many ways,  
& for many people,  
libraries provide  
services & resources  
for living and  
for living better.



### *The value of libraries – the expertise of library professionals*

Participants in our research often remarked on what they valued about their interactions with library professionals. Library professionals were widely perceived as trustworthy, non-judgemental and helpful. They were reported to be enthusiastic about working in partnership with other services, organisations and community groups. In our case study work, we learned that library professionals are highly knowledgeable about the communities they serve. They often demonstrate skill in catalysing, organising and leading activities and innovations, or in mediating and adapting other services and provision to add value in monetary and extra-monetary terms. For example, they play an important role in ensuring schemes and resources provided by other organisations such as charities meet the needs of their communities.

### *The value of library spaces*

We found library branches, mobile services and online provision to be welcoming spaces offering support of many kinds, free from judgement. Library buildings are seen as safe, warm places in which people of many ages and backgrounds may gather. Libraries have a role in adult social care, but also for families with children. As freely accessible indoor spaces providing resources around which people interact, libraries promote social connection and contribute to reducing isolation.

## **Theme 1 – The value of libraries for digital inclusion**

**Libraries offer many cost-free or low-cost activities that engage participants in physical activities. They support mental wellbeing by offering opportunities for social connection. Libraries help to maintain independent living and contribute to risk reduction. They increase health literacy through the provision of health information literature and signposting to other services and specialist expertise. Importantly, libraries in the Eastern region provide direct and indirect value to the wellbeing of people across the lifespan.**



## Theme 2 – The value of libraries for health, wellbeing and independent living

Library services support digital skills development and connectivity, providing free mobile data and access to devices. Digital services signpost individuals towards additional support from many other services. Libraries also offer important support when individuals experience crisis moments of digital exclusion. Digital library services are critical in mediating and obviating access issues associated with potentially discriminatory digital resources.

## Theme 3 – The value of libraries for children's literacy

The programmes and activities we reviewed promote early reading and help build communication skills, offering support and literacy education to parents as well. Libraries offer diverse programmes to cater for users' different interests and purposes for seeking information. These programmes also promote a form of 'living literacy' which connects different spheres of life – the home, the workplace, formal education and leisure.

### *The economic value of libraries*

We found that return-on-investments for library services were higher where beneficiaries of health-related interventions by library services were in work, or where they had the potential to resume paid work and improve their longer-term productivity and wage capacity.

Interventions that make an impact on the life course of individuals generally show potentially much higher returns on investment. Examples include programmes like Reading Sparks and pre-school projects such as Lego Club and Storytime.

The area of digital inclusion through libraries makes a substantive return-on-investment based on the case study example. This too is based on the future productive capacity of participants in the workplace, and on the future potential impact on their lifetime earnings. This estimate also includes some health benefits that offset NHS costs.

For some library programmes, the subsequent health benefits are quite modest, though in a few cases annually the interventions they provide help to prevent or avoid catastrophic events such as falls and suicide attempts, and in a few cases can even save lives.

The scale of library service events and the extent of participation in them are important to the overall size of benefits. Schemes with low benefit value per person but high participant numbers may in fact have large monetary impacts. Putting on or running more events like these, and doing so more often, could realise much bigger benefits.



## ADDING TO THE VALUE AND IMPACT OF PUBLIC LIBRARIES: RECOMMENDATIONS

### *Review marketing, signage and online access for library services*

As indicated in the foreword to this report, the functions of libraries and the needs they address have been in transition for some time. In that context, members of the public can have misconceptions about the services currently offered by libraries. We encountered this during our research. Although libraries have evolved from their traditionally perceived image as a 'quiet space', communities often continue to view them in this way. This may result in people not feeling welcomed, especially those who are new to the library or who have young children. Libraries should work to promote awareness of the services they offer and of their function as an inclusive space. A digital inclusion officer reported a "massive drop" in volunteers after the pandemic and a hesitancy throughout the community to be in public spaces due to health concerns. Stakeholders supported the development of a national bank of volunteers for online support to address this change.

Throughout the report, we have reported on the holistic value of library services and the ways in which different types of service overlap with one another. We believe this virtue and source of value also presents a challenge: it can be difficult to communicate the 'offer' of libraries simply and clearly. At the same time, it can sometimes be hard for library users to identify exactly what services are available, and how, where and when to access them. In our research, working across different library services, we found that the presentation of online information about services varied. It was not always easy for us to locate information. A review could consider how improved access supports inclusion of different types, and how to help all members of the public find and reach the services they need. Consideration of a wider range of communication methods, such as audio tools or pictures, is needed to inform the public of library services. Participants suggested creating video clips that could be presented in libraries and promoted through platforms such as WhatsApp and Nextdoor, as well as the continued use of social media.

### *Develop liaison and sharing best practice between library services and other partners*

We found many instances of very effective and often innovative collaboration, at different levels. At the same time, members of different groups, including library professionals, indicated to us that there was sometimes scope for better liaison and communication between partners to realise the full value (monetary and extra-monetary) of some activities. Sometimes they felt that this could be achieved with extra investment.

### *Improving digital provision*

Some specific steps could enhance digital provision. These include adopting a legislative provision similar to Section 6 of the Care Act 2014 to improve collaboration and co-ordination with other services. Developing a campaign to increase awareness of the range of library services among the wider (non-library using) public could be useful. In particular, this could promote awareness of digital and non-book provision. We recommend that any revisions to library apps and websites are focused on improving their core usability, accessibility and navigation over visual design, and that such improvements are driven by user needs and appropriate metrics.

### *Understanding the impacts of library services on health, wellbeing and independent living*

Service providers could explore the impact of schemes on falls prevention, to estimate how many falls may be prevented by interventions. Development of evaluations on specific activities could lead to impacts on health, wellbeing, and independent living across the life span. In terms of the emphasis of this report on the value of services, it would also be possible to estimate how library service initiatives create savings for other public services. Social prescribing is one area where this relationship could be examined: it is a key component of the national strategy of the NHS for promoting personalised care. Social prescribing connects people to activities and services within the community to meet practical, social and emotional needs that impact personal health and wellbeing.

### *Extending the reach of services supporting children's literacy*

Library services could consider how to develop the offer of programmes for teens and older teens to match the success and variety of programmes available for younger children. They could embed approaches we saw in the programmes we considered, where reading and literacy were supported through connections with other interests and through purposeful, practical activities. It may also be useful to consider which locations and what type of spaces support the engagement of more teens with reading and literacy programmes. Schemes which afford older teens agency and responsibility appeared to be very successful, especially when they worked alongside young adults as role models. Libraries could seek to identify more effective ways of communicating their offer to this age group.

### *Further evaluation of services*

We suggest that library services consider developing a sampling and data collection strategy, to provide appropriate quantitative data for evaluating the impact and effectiveness of public library services in key areas. In addition, services could initiate an evaluation of the wellbeing and mental health outcomes of different library activities. An evaluation of the environmental impact of using mobile library vans may also be worthwhile.

### *Areas for Improvement Identified by Workshop Stakeholders*

- 🌿 Engage more with those who do not currently use library services in learning how to encourage library use
- 🌿 Link with the external partners to address community gaps in resources and services
- 🌿 Standardise services where possible
- 🌿 Increase outreach for those who are homeless by providing meal vouchers
- 🌿 Automatic enrolment, especially for areas of deprivation
- 🌿 Collaborate more with primary schools
- 🌿 Work with local General Practitioners to obtain suitable health information to pass on to library service users
- 🌿 Use of appropriate tools to advertise library activities
- 🌿 Co-locating services and cross-promotion of services with local organisations
- 🌿 Lifelong learning consultations with marginalised people who feel they have not been served by schools or libraries in their lives
- 🌿 Remove time limits on computers and allow use until the next booking
- 🌿 Expansion of programmes for maternity services – support groups for pregnant and new mums and increase health literacy among this group



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## APPENDIX

### THE ECONOMIC VALUE OF LIBRARY SERVICES (EVOLS): METHODS AND ASSUMPTIONS

This paper provides an overview of the underlying principles and techniques employed to assess the economic value of library services. More specifically, it:

- 🌿 Groups and explains the ‘value domains’ that have been identified based on the field research conducted and the feedback received from various stakeholders during face-to-face events.
- 🌿 Explains the rationale for the value domain we have identified.
- 🌿 Describes the method/s that have been selected for measuring these values and the rationale for the selection, including the economic approach and where appropriate, the data sources used.
- 🌿 Guides the reader to relevant economic and related literature that supports the content discussed in the paper.
- 🌿 Explains the data requirements for the modelling that was undertaken.

### AIM OF EVOLS

The project aims to estimate the monetary value of services provided by libraries in the Eastern region, demonstrating relevance on both a local and national level. Fundamentally we found that libraries, big or small, rural or urban, are responding to their communities’ needs, in specific and nuanced ways. Libraries are highly heterogeneous in the services they offer and vary by the populations they serve, their size, location, available resources, and local council priorities. For these reasons, we have modelled different case studies from the field work undertaken using a common framework and set of options in our main model. The model is available online via Libraries Connected and UEA Publishing Project.

## METHODS

In economic theory, there are numerous approaches to assess value. Among them, the most suitable for libraries are the "value in use," which considers the practical benefits derived from library services, and the concept of "value in exchange"; which is relevant when certain services or goods, such as book purchases, are already exchanged in a market setting. Value in use describes the likely or expected 'utility' that is derived, while the value in exchange is more about willingness to pay for a product that has a 'shadow' market price that can be implied. We could not find a single method to evaluate and measure the value of the output of libraries, so we adopted a pragmatic approach for each strand of value that was identified. In some cases where we had nothing more, we assumed that the value of provision was equal to the cost of the particular service i.e., when considering services such as time spent with a librarian or the utilization of building space, we assumed that these services would only be provided if the cost incurred was not greater than the presumed benefit gained. This is standard economic theory. However, this was not our preferred method and we sought empirical evidence of more comprehensive value when we could find such relevant sources.

We have tried to identify the most common sources of values of library services based on extensive relevant research into libraries.

We also appreciate that the role and definition of a library has changed and is continuing to change in step with social and cultural change. Libraries have had to address these trends when faced with issues such as digitisation, competition in the book reading space from alternative sources, new media, and a decline in reading generally. Literacy and reading habits have also become more challenging in some populations and the Covid-19 pandemic, financial cuts, and a lack of LA funds for investment have also played a part in diminishing conventional library access and in particular, traditional footfall.

## COST OF RUNNING LIBRARIES

From the costs associated with library services, we can infer certain aspects of their value. The usual costs associated with running libraries consist of fixed costs (i.e. overheads) and variable costs (i.e. mostly staff and consumable). Knowing these costs is an effective means of expressing value of human input and expertise and the physical resources required to run a library service. We recognise that such value attribution is only a minimal value and in many more cases, there may be much more value potentially to be realised.

Consider a scenario where a class is held in a room within a library. While the value of this class can be assessed based on the resources invested, such as staff and space, its true worth is more likely to be reflected in the broader outcomes it generates for society. The impact of the class on the participants' health, knowledge, skills, and overall societal benefit is often far greater than the mere inputs utilized to facilitate it. We have pursued such benefits wherever possible and used such estimates where the evidence is reliable. Some services in libraries have been evaluated in this way in

academic literature and various reports but others have not. Where possible, we used these, provided there was a direct analogue with the services we knew had been carried out in the specific library case studies being investigated. Otherwise, we have fallen back on the input's method. We should also add that none of the case studies that have been reported in the main report have been formally evaluated, so that the evidence we have used in the economic modelling if it exists at all, is imputed from other studies not directly from the scope of this report.

We sought figures for the running of libraries from respondents and specialists in library services who have collaborated with us in this study. We asked them for estimates of the cost of running:

1. Buildings, rent or borrowings, maintenance, power and heating etc. and related services.
2. Staffing, including local and (% of) centralized services, contractors, etc.
3. Other capital equipment, including computers, etc. and transport e.g. vehicles such as vans, mobile libraries, etc.
4. Consumable (e.g., marketing, postage, advertising, outreach etc.)

Observation from the fieldwork in the project led us to derive some clear activity functions performed by all libraries to some degree. From these activities it was clear that different types of outputs emanated from them and that these could be grouped into several domains, namely:

## BOOKS BORROWING, IN-HOUSE READING, AND DIGITAL MATERIALS

### *Book borrowing*

A mainstay of the value of libraries is book borrowing and in-library usage, whether in physical or digital format, and this value may be defined in different ways. Book borrowing may be evaluated as a conventional rental (albeit usually a free one, although sometimes potential fines are attached to overuse). The value of accessing and borrowing books, often found using the shadow value of leisure time, may also be considered. Users are not restricted by a need to physically visit the library since materials are available through online library portals. These qualities add to the 'human capital' value of libraries through their role as education and literacy enablers. Their additional value in serving the wider society and the economy can also be considered.

In summary books etc. can be valued by their:

- 🌿 Rental value, or shadow-price
- 🌿 Time value (of staff or users, or both)
- 🌿 Educational/literacy value ('human capital')
- 🌿 Societal value

We have chosen to develop a proxy rental value for our valuation purposes. However, we acknowledge that every book that is read could have a human capital development facet. For example, a book may improve a person's literacy or knowledge or increase human economic productivity to society. Some of these values have been measured in other library activities we have encountered in the case studies which go beyond simply borrowing books. For the purposes of this model, we assume a base rental value as a minimum value which works to account for stock management and maintenance including the costs of buying and replacing stock, turnover and replacement costs and depreciation.

For borrowed books, we have used the 'shadow price' of purchasing the book as the working life of a book and have discounted it (at 3.5% pa) using a standard method to obtain the Present Value (PV) of an average physical book in today's terms

The average book price we used in the model was **£13/book or per item**. This is based on information gleaned from the Amazon statistics.

### *Browsing time*

Much harder to value is in-library reading time. Users visit libraries in person and on-line, engaging in both short and sometimes lengthier reads. The value to them is harder to measure directly without further study. However, we have ascertained the average time spent in the libraries by a user, the value of leisure time, and the product of both these factors.

We have therefore assumed that users mostly use their leisure time in libraries. In our model we can assume whatever duration is chosen, however half-an-hour of time per visit is seemed reasonable. The value of leisure time which has been estimated to be £14/hr (Verbooy, Hoefman & Brouwer, 2018).

We have inflated this to the most current value last year (2022 prices) to **£16/hour**.

### **ACCESSING DIGITAL MATERIALS**

For accessing and downloading digital materials (e.g.books) for consumption over a given period, we suggest substituting the wholesale price of the book as per the method above with its 'Kindle' equivalent' price.

The average Kindle bookstore price is **£8.83** (converted from US\$ equivalent at current rates).

### **EVENTS**

Libraries often organise events for their communities either as 'one-offs', or as ongoing programmes such as reading groups, health and well-being, arts, and crafts groups etc. that occur regularly over a period of time. The costs we consider include the cost of the staff involved in setting up and running an event. Staff costs might also include time spent in preparation, delivery and follow-up of the events, and administrative tasks such as report writing. Additionally, a proportion of overheads may be applicable.



## STAFF COSTS

We have used the cost per hour of the appropriate grade of librarian or assistant undertaking an activity. Additionally, our model uses the number of events laid on per annum. Average salary levels have been used. Volunteers' time was included as appropriate and valued in terms of was valued at their value of leisure time (see above).

2023-24 estimates with on-costs:

<b>£14.51</b>	Library and Information Assistant
<b>£17.88</b>	Library Coordinator (e.g. for Volunteers, Children, Refugee or Digital activities)
<b>£21.45</b>	Community Librarian or Library Manager Level 2
<b>£29.39</b>	Locality Manager or service leadership

We have also used Norfolk venue hire rates for the space in lieu of space costs which can vary considerably.

Venue Hire rates per hour (vary at different sites):

<b>£7.50</b>	Standard
<b>£15.00</b>	Commercial

Except for Norfolk and Norwich Millennium Library:

<b>£15.00</b>	Standard
<b>£30.00</b>	Commercial

## OTHER WAYS TO MEASURE VALUE

### *Benefit imputation*

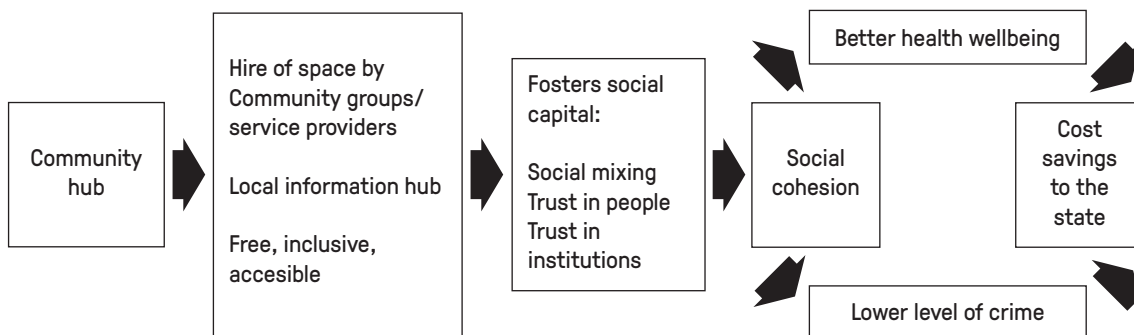
During our fieldwork, we encountered various types of events or programs organized by libraries that were suitable for evaluating outcomes. To assess these programs, we utilized a combination of our own case studies and published evaluations. One such case study was the 'Reading Sparks' initiative which not only contributes to the development of social and long-term life skills but also introduces young adults to volunteering opportunities and serves as a platform for informal mentoring and support. Where we could identify existing benefit estimates using similar programmes with sufficient robust evidence, we have used the reported return-on-investment (RoI) estimate instead of the above methods (space and staff cost). In this case, we took the costs and actual programme in question and multiplied it by that RoI to get the benefits estimate. Obviously, this method is only a 'best guess' and should be treated cautiously. We have used a method known as 'probabilistic sensitivity analysis' (PSA) to account for possible variation in the estimates we derived.



## COMMUNITY 'HUBS' (E.G. FOR SOCIALISATION, INCLUSION AND OVERCOMING ISOLATION ETC.)

### 1) Well-being

A recent Arts Council of England report (2014) undertaken by economic consultants SIMETRICA sets out a logic model.



The above is wide and comprehensive and includes the benefits of social cohesion such as health and well-being gains and reduced crime, resulting in cost savings to the state. Using willingness-to-pay methods in a survey of 2,000 adult library visitors, the well-being gains were estimated to be worth £26.44 and £29.08 per visitor from elicitation of willingness-to-pay from library users (they were free in practice, so this makes it difficult to be exact, but the figures are modest and suggest some realism).

General well-being gains are of between **£26.44** and **£29.08** are used in our model

### 2) Health benefits

Using the WTP method (all at 2015 prices), the health benefits in this study were estimated at £39.03. However, using statistical analysis of the British Household Survey and 'Taking Part' survey, the authors also found the value of using health services through libraries to be only £1.32 per person/year. WTP estimates are accepted often as providing over-estimates.

Since, the personal value of using a health session at a library is difficult to estimate and could be somewhere between **£2** and a possible maximum of **£49 per user/ year** (at current prices), we suggest a figure of **£23.50 per user/ year** (based around the second inter-quartile range). We use this figure for organised programmes in our model.

However, a more general health savings on the NHS etc, were found to be £109 per year (**£136.25** in 2022 prices).

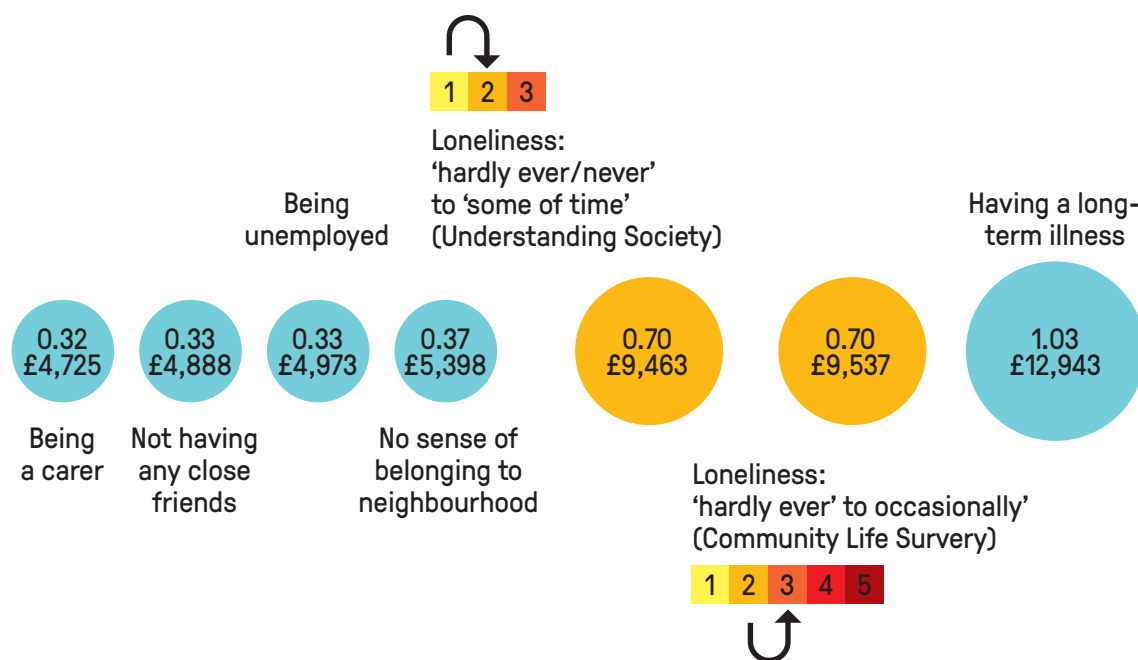
In terms of the health and well-being benefits offered by libraries in a broader sense, the range can vary significantly. Based on two pertinent studies, the estimated benefits range from £23.50 to £136.25 per year per user. Therefore, to determine a representative value, we have opted to use the median figure of **£79.88/year**. This provides a central estimate for the health and well-being benefits derived from engaging with library services.

Therefore, we suggest using a figure of **£23.50, £79.88 or £109.00** based on their relevance and appropriateness for the library services being modelled.

For children attending a one-hour session per week, the Fit and Fed programme was estimated to yield benefits of £279 (**£474.98 inflated in 2022 values**) per child in lifetime economic benefits using evidence from an evaluation of the Sure Start programme (The NESS Research Team, 2004). This figure could also be used for similar programmes.

### 3) Loneliness

Libraries in the UK support programmes and offer services which seek to combat loneliness and provide social support, particularly for those at risk of isolation. Estimates based on the Loneliness monetisation report (Department for Digital, Culture, Media & Sport, 2020) undertaken by consultants, Symmetrical assessed the number of days off work caused by loneliness (and the proportion of days of work lost due to depression, heart disease and stroke) attributable to severe loneliness. This method obviously misses out many other costs both to wage and non-wage earners alike. When considering the impacts of severe loneliness, they took into account that not all people with severe loneliness are in work (therefore unlikely to suffer from productivity impacts) or are over aged 65+.



The report shows the median total cost of loneliness per year per individual is around **£6,429-£9,537** depending on the degree of loneliness (see below).

Table 4: The health, productivity and wellbeing impacts of loneliness

Impacts	Lack of, to mild loneleines	Mild to moderate loneleines	Moderate to severe loneliness
Health	Evidence NA	Evidence NA	£109
Productivity	Evidence NA	Evidence NA	£330
Wellbeing	£6,429	£8,157 to £9,537	(at least) £9,537
<b>Total</b>	<b>£6,429<sup>11</sup></b>	<b>£8,157 to £9,537<sup>12</sup></b>	<b>(at least) £9,976</b>

The impact that libraries made was based on the degree of severity of loneliness suffered. From this report, we have estimated that the productivity gain of a single visit to a library to overcome loneliness might be in the order of **£21 per person/single visit** in increased productivity.

The extent to which loneliness can be alleviated by libraries is obviously debatable. A hypothetical case study of a befriending scheme for 1,000 lonely individuals showed a total savings of £5,692 (discounted) per year, or **£5.69 per person**. This figure may be indicative of similar schemes organised through libraries and is highly conservative.

We have used a figure between £5.69 and £21/per visit with a median of **£13.35 per visit** (14.16 inflated in 2022) for general loneliness programmes run by libraries. We have used figures for visits for loneliness from the fieldwork to estimate the total visits for total savings.

Where schemes are targeted at unemployed or economically inactive groups, then **£5.69** may be a more appropriate.

#### *Computing and digital education*

Digital exclusion is about the lack of access, skills, motivation or confidence to use the internet and benefit from the opportunities that it provides (Good Things Foundation, 2021).

In a paper commissioned by the Good Things Foundation and undertaken by Capita Economic consultants in July 2022 at the Centre for Economics and Business Research (CEBR), an economic case was made for investing in interventions to help the UK's 10.6m digitally excluded population.

The result of this analysis was a cost-benefit ratio of £9.48:1, indicating that for every £1 invested in digital skills training, £9.48 is gained throughout the economy. This is based on using a learning hub in the community (but not specifically a library). The following table from this report provides more detail in terms of non-disabled and disabled clients.

	Disabled		Non-disabled	
	Operating cost per learner	Capital cost per learner	Operating cost per learner	Capital cost per learner
<b>17-24</b>	<b>£176.15</b>	£5.79	£47.04	£1.55
<b>25-34</b>	£212.46	£6.99	£56.73	£1.87
<b>25-44</b>	£219.41	£7.22	£58.59	£1.93
<b>45-54</b>	£279.26	£9.18	£74.57	£2.45
<b>55-64</b>	£299.78	£9.86	£80.05	£2.63
<b>65-74</b>	£339.33	£11.16	£90.61	£2.98
<b>75+</b>	£420.66	£13.83	£112.33	£3.69
<b>Average</b>	<b>£278.15</b>	<b>£9.15</b>	<b>£74.27</b>	<b>£2.44</b>

Source: Lloyds Banking Group/Ipsos MORI, ONS, Cebr analysis

The benefits of digital inclusion are various as shown in next table. The report estimates several of the main benefits, shown below:

	NHS	GOV Efficiency	Time Savings	Transactions	Corporate	Employment	Earnings	Gov Tax Revenue	Environment	Total Benefits	Costs
2023	20	30	84	77	4624	4	13	11	2	287	182
2024	39	58	162	150	101	7	25	20	3	566	173
2025	56	85	237	217	156	11	37	30	5	832	164
2026	72	109	307	280	208	14	47	38	6	1,082	155
2027	87	132	374	338	258	27	57	47	7	1,316	147
2028	101	152	437	391	305	20	66	54	9	1,536	139
2029	114	172	496	441	250	23	74	61	10	1,741	131
2030	126	190	552	487	392	25	82	68	11	1,933	124
2031	101	206	604	530	432	28	89	74	12	1,112	117
2032	114	221	653	569	470	30	96	80	13	2,279	111
<b>2030</b>	<b>889</b>	<b>1,355</b>	<b>3,906</b>	<b>3,480</b>	<b>2,719</b>	<b>179</b>	<b>586</b>	<b>483</b>	<b>76</b>	<b>13,683</b>	<b>1,443</b>

The table above shows the results of our analysis when a discount factor of 3.5% is applied to net present value calculations, as per HM Treasury 2022 guidelines.

The total benefits estimated currently appear to be £287m compared to an outlay of £182m, or 57% return-on-investment (RoI). However, this RoI looks to increase year-on-year in these projections, as benefits increase sharply as costs fall. This occurs as more people are digitally included in the next 10 years. By taking the average cost of all digital learners today (£176.21) from the likely total benefits in five years' time (2027), of approximately £1,536 per person, we obtained an added value of **£1359.79** (undiscounted) per digital learner.

The benefit figure of **£1,359.79 per participant** is used in our model as a reliable estimate.

## COMMUNITY SUPPORT AND ENABLEMENT

In a modern library, the role of signposting and helping users find information is extremely important. Visitors find this useful in order to undertake various tasks and find out more information.

A study of the role of signposting and social prescribing in improving health and wellbeing in Scotland (2016), suggested that a 'culture of signposting 'should be regarded as a component of a long-term, whole system approach rather than a one-off project'. It suggested that such initiatives can only be sustained if co-produced with other local people and groups and integrated with hubs such as local public services, general practices, libraries, voluntary and third sector groups.

We have been advised by members of our steering group that the effectiveness of role of signposting in libraries lies with the professionalism and training of individual librarians. A librarian must be able to interpret a question, define a need, offer insights, and direct the user to the next stage or level of information. Generally, it is not the task of a librarian to substitute for other professionals. However, referring or directing people to more specialised individuals or organisations is considered a key-role. This being a multifaceted role, it is not as straightforward to establish a monetary value for such services.

The approach we prefer to take is the basic value of the service rendered by a librarian in terms of the time spent with such clients.

We have used the cost per hour of a basic grade of librarian's salary cost of £14.51/hour. However, we appreciate that every contact will be different, and some enablement will have much bigger financial impacts. The model can be changed by the user if they have better evidence.

## SANCTUARY AND SHELTER

This covers the role of libraries as a safe and warm space in the community for shelter, private study, and reflection etc. The domain requires less staffing and may even be accessible outside out of hours, occasionally without the presence of library staff.

The key value component is space and warmth. We believe that the overhead costs of running such space could form the basis of the benefit estimation. In a sense this represents the opportunity cost of providing those services elsewhere, perhaps at higher, more commercial rates.

We have used **the standard cost of £7.50 per hour** venue rate to be on the conservative side. More commercial rates of **£15/hour could be used**, where appropriate.

### **SPECIALISED ASSISTANCE AND ADVICE**

In some cases, librarians provide more specialist assistance than only general signposting. This is where a librarian can actively help with a specific problem or represent users, for example where the user has literacy challenges, disabled or otherwise disadvantaged. Other examples, include things like DBS checks, HMRC enquiries and submissions, Blue Badge and other official applications etc.

Again, the approach we prefer to take is the value of the service rendered by a librarian in terms of time spent with such clients. The cost per hour of an appropriate grade of librarian can be used for this domain.

We have used the more senior librarian cost of **£21.45** (Library Manager Level 2).

### **OTHER WAYS TO MEASURE VALUE OF LIBRARY ACTIVITIES AND SERVICES**

#### *Benefit imputation*

We have used published results from other studies or similar services to impute the wider social value that libraries create. These studies had to be robust and easily transferable to library services. We used the results of these studies (savings, costs, return on investment etc.) to impute hard monetary value. We acknowledge that this direct imputation method has weakness and may not be context specific. Nor are monetary values always inclusive of all intangible benefits.

We looked at these studies carefully, decided to use UK evidence only, and consulted with library experts. We adopted the results with caution, modifying them where we thought it was appropriate. These estimates are deliberately conservative.

In our fieldwork we came across many different types of 'events' or programmes provided by libraries, that could be suitable for outcomes valuation. We used the case studies that were collected by other members of the team and combined them with published evaluations. Some of these are actual but several were a composite that we found and were combined to be more typical.

One such example is the Reading Sparks initiative. This programme helps develop social as well as longer-term life-skills. It also introduces young adults to volunteering as well as acting as informal mentors etc. We identified existing benefit estimates using similar programmes with sufficient robust evidence and using their reported return-on-investment we took the costs the actual programme in question and multiplied it by the imputed RoI to derive the benefit magnitude. As a proxy value we used the value of the Sure Start Programmes in UK. Spreading this benefit across all eligible children (as was done with costs) produces an average lifetime economic benefit to society of between £279 and £557 per eligible child. We have used the low range figure to be on the conservative side. Two-thirds of the economic benefit is received by taxpayers and one-third goes to families. The lower bound value was used and inflated to 2022 values using a 3% interest rate.

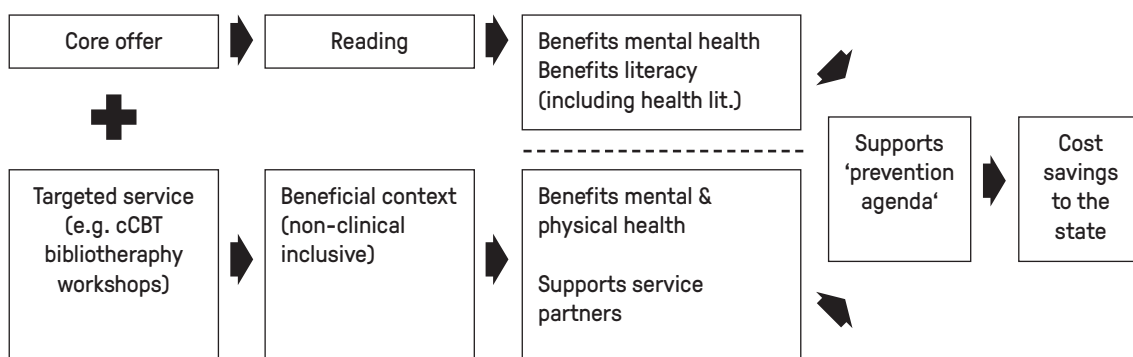
We also used a method known as ‘probabilistic sensitivity analysis’ (PSA) to account of possible variation in the estimates based on known variance. All costs and monetised benefits were discounted or inflated to a base year (2022) for correct valuation.

## HEALTH BENEFITS

Libraries contribute to the delivery of health benefits through a range of activities. These include providing individuals with accurate information on health and wellbeing, offering courses that address specific health concerns, guiding individuals to relevant organizations that provides direct personal assistance. Examples of such assistance include distributing hearing-aid batteries, offering walking stick ferrules, providing new anti-slip slippers, and facilitating access to socially prescribed books for reading, as recommended by healthcare professionals such as GPs. As you might expect, the attribution of these health benefits to these kinds of activities is complex. Any posited impacts on final health outcomes must be treated with caution due to multifactorial issues.

In a systematic review of improving health literacy, Eichler et al, (2009), concluded that “little evidence is available if interventions that aim to improve health literacy in citizens/patients will reduce service costs or are cost-effective on a societal perspective.” Although confirming a direct impact of libraries can be challenging, we maintain that it becomes more apparent when considering a broader perspective. Specifically, when expanded to encompass knowledge of where to seek help and the availability of reliable information about specific conditions or treatments, the potential for a direct impact of libraries becomes evident. In the majority of examples, it is perhaps better to measure the benefits of health literacy from the value derived from good signposting and supportive care from librarians than any downstream health benefits. In this regard, health signposting can be measured similarly to general signposting value of libraries (see domain 6).

However, the direct health benefits of libraries may also be in prevention. Particularly, in addition to physical health, libraries offer support for mental health by playing a significant role in reducing isolation, facilitating socialization, providing a sense of safety, serving as a sanctuary, and offering various forms of support. Such a logic model is shown from the Arts Council England report (2014):



This may prevent/reduce the development of higher dependency on services such as community health, social care, crisis care, A&E and hospital care etc. It may also improve the ability to live independently despite mental health problems. Poor mental health is estimated to cost the UK £118 billion per year or 5% of UK GDP (2019), but much can be prevented according to a report by the LSE's Care Policy Evaluation Centre (Public Health England, 2017).

Libraries have the potential to have a substantial impact on mental health, especially among specific groups such as the long-term unemployed, economically inactive individuals (such as retirees and disabled groups), and young people, including school-age children. However, the direct impacts on MH improvement of libraries are still difficult to measure.

One UK study found that MH interventions among school children saved £1.58 per £1 of expenditure, with more general MH interventions having a RoI of between £1.26 and £39.11 (PSSRU, 2017). Assuming a mid-lower quartile in this range, a return for every hour of leisure time spent by those with moderate MH issues in libraries gave a return of £10.1.

Therefore, using this robust study we assumed **a RoI from direct library service inputs into mental health of approximately £10 per £1 spent.**

However, when it comes to specific programmes such as suicide prevention, the figure per life saved from the 'Read my Mind' programme ran in some library settings, was estimated to be £60,000 per individual (£71,643.14) just in averted lost productivity. The attribution of successful suicide prevention to this programme in libraries was one case per year per participating library.

With regard to physical health, every scheme is different depending on its target group and the intensity and duration of the programme. For example, we have evaluated the impact of falls prevention from the various services that libraries often provide (walking sticks, anti-slip shoes, hearing aids etc). In this case, we based the estimate of benefit on the most effective falls prevention evidence for a community setting (PHE,2018). Taking into account a potential exercise program like Tai Chi, which incurred a cost of £422.05 per participant, the **RoI was estimated to be £1.97 per £1 spent.**

#### DATA REQUIREMENTS FOR EVOLS MODELLING

To populate our model for any given library service requires several data points as highlighted in the third column of the table below. We are happy to advise on the format of the data and periods over which it is to be collected.

#### VOLUME DATA

Volume data refers to the quantification of library users or visitors, commonly referred to as "footfall". Wherever possible it should be taken from first-hand reported data or observed in a study. Where this has not been possible, we used typical numbers or potential estimates, based on the literature or data we have been able to assemble.



<b>Value domain name</b>	<b>Type of activity</b>	<b>Data measure sought in annual period</b>
'General services'	Building, equipment, staff etc	Rent, annual running cost & payroll information
'Books, borrowing and reading'	'Books, borrowing and reading'	Average price books/media; the average number of times the books/media is borrowed; the 'working life' of the book; and the normal circulation period
'Browsing'	Footfall	The number of visitors; the average time spent in the library by users (or proxy).
'In-library events'	Sessions by topic	The cost per hour of an appropriate grade of librarian or assistant. Volunteers time input (as required).
'Accessing digital materials'	Digital products	Number of downloads etc
'Computing and digital education'	Sessions by topic	Number of clients assisted
'Community support and enablement'	Services rendered by a librarian in terms of the time spent with clients	The cost per hour of an appropriate grade of librarian/assistant/volunteer
'Sanctuary and shelter'	Space and time available	Total overhead cost of space per sq. metre. The cost per hour of any librarian staff/assistant/volunteer
'Specialised assistance and advice'	Services rendered by a librarian in terms of the time spent with clients	The cost per hour of an appropriate grade of librarian/assistant/volunteer

'Health Benefits'		
Physical health signposting and all extant referral pathways	See: Community support and enablement (above)	The cost per hour of an appropriate grade of librarian/assistant/volunteer
Mental health	'Books, borrowing and MH and well-being activities sponsored by libraries	Number of clients/users taking part

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All contributors were involved in the design of the project. They all took an active role in devising the research methods and activities, and all contributed to the writing and reviewing of the final report. All contributors also took on specialist roles within the project as detailed below.

**JOHN GORDON.** Academic Chair for CreativeUEA, and Professor of Language Arts and Learning, was overall chair of the research project and led project workshops. John devised case study methods, conducted research and prepared case studies on children's literacy.

**MARIA GARRAFFA.** Associate Professor in Speech and Language Therapy in the School of Health Sciences. Maria led workshops and devised case study methods, conducted research and prepared case studies on children's literacy.

**DAN SMITH.** Associate Professor in the School of Computing Science. Led workshops and devised case study methods, conducted research and prepared case studies on digital inclusion.

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We also thank representatives of community and stakeholder groups, charities, services and other organisations working in partnership with libraries who contributed to our consultative workshops.

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- 🌿 Cambridge Data Service
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- 🌿 Clacton Library
- 🌿 Colchester Library
- 🌿 Gainsborough Library, Ipswich
- 🌿 Great Yarmouth Library
- 🌿 Hatfield Library
- 🌿 Legrave Library, Luton
- 🌿 Letchworth Library
- 🌿 Mile Cross Library, Norwich
- 🌿 Millennium Library, Norwich
- 🌿 Mobile Library Service
- 🌿 North Walsham Library
- 🌿 Stevenage Library
- 🌿 St Ives Library
- 🌿 Thetford Library
- 🌿 Wisbech Library

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# Libraries for living, and for living better



The value and impact of public libraries  
in the East of England

Report for Libraries Connected East  
June 2023

University of East Anglia  
CreativeUEA and  
Health Economics Consulting

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**CREATIVE ✨ UEA**

**Health**   
Economics Consulting

 **Libraries  
Connected**



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# Agenda Item 7



## **THIS ITEM IS FOR INFORMATION ONLY**

**(Please note that "Information Only" reports do not require Integrated Impact Assessments, Legal or Finance Comments as no decision is being taken)**

<b>Title of meeting:</b>	Culture, Leisure and Economic Development Meeting
<b>Subject:</b>	Youth Engagement Project delivered by The D-Day Story
<b>Date of meeting:</b>	17th November 2023
<b>Report by:</b>	Director of Culture, Leisure and Regulatory Services
<b>Wards affected:</b>	All

---

### **1. Requested by**

Director of Culture, Leisure and Regulatory Services

### **2. Purpose**

To provide an update on the Youth Engagement Project, Finding their Voice

### **3. Information Requested**

#### Overview

- 3.1 The D-Day Story was successful in obtaining funding from the Dulverton Trust's #iwill fund to deliver a project to enable young people to engage in social action relevant to them. Additional funding was also agreed from Artswork which later allowed the project to be expanded further.
- 3.2 Funding was provided to the museum via the D-Day Museum Trust as the funding was only available to charitable organisations.
- 3.3 Whilst there was a clear objective around delivering social action and engagement for young people in the city, how this was to be achieved was open to the project lead. A post of 'Youth Engagement Officer (YEO)' was advertised and the museum received several proposals of a high standard from different applicants on how the project could be delivered. There was also scope within the funding for the recruitment of a 'Youth Engagement Assistant' to support with the delivery of the project and this role was also later recruited.



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### The project

- 3.4 The project proposal selected aimed to work with local youth organisations and council services across the city and recruit several young people to work with over the duration of the project (several months). These young people would spend time in the museum to learn about D-Day, get to know the Overlord Embroidery and the stories behind it as well as attending sessions in other locations. These sessions were aimed at enabling the young people to identify a social issue or issues relevant to them. Freelancers would be employed to provide creative workshops for the group(s) and they would then have the opportunity to create a social action campaign for an issue relevant and personal to them. Katherine Webber created the successful proposal and joined as the Youth Engagement Officer. Clare Hall was the Youth Engagement Assistant.
- 3.5 PCC's Play, Youth & Community (PYC) Service who operate 5 youth clubs across the city were keen to be involved and they worked closely with the YEO to best identify how to engage with the young people who might be involved and how and where to hold the workshops. This enabled access for as many young people across different areas in the city and gave the project the best chance of success in terms of engagement with young people.
- 3.6 The decision was also made to host workshops as part the usual evening youth setup. This allowed the young people to opt in and out at any point during the workshops. It was also decided to engage professional freelance artists to deliver creative sessions for the young people. The aim of these sessions was to engage with the young people, develop their trust and confidence and then initiate conversations around social action. This same format was repeated across each youth club setting with each having an out of hours visit to the museum as part of the programme.

### Engagement

- 3.7 Three professional artists (Rachel Johnston, Alice Hume and Marie Cleaver) were recruited. Their brief was to develop and deliver a series of workshops inspired by The D-Day Story collections, that engaged the young people and supported their development of a social action campaign. Each developed a proposal inspired and influenced by their own professional practice and that fulfilled the brief. These included weaving, block printing, tie-dye, reverse applique and stencilling.



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- 3.8 The creative workshops offered the young people the opportunity to experience and develop their creativity. The responses varied. Some had a very clear concept of what they wanted to achieve whilst others just wanted to experience and 'have a go'.
- 3.9 Visits to the museum also provided a stimulus for conversation with the young people about the history and significance of D-Day to discuss their views and values. The young people all engaged with the museums displays and collections. Some of the collections influenced the artwork that they went on to produce in the project.

### Social Action Campaign

- 3.10 The initial workshops demonstrated that the young people involved did have strong views and opinions but for whatever reason they were unable or unwilling to discuss them in any depth or detail. When first trying to engage young people in conversations about what mattered to them and social action, those involved experienced real reluctance from the young people to explore their ideas. They seemed not to value the importance of what they had to say and were very dismissive of their ideas and opinions.
- 3.11 It was evident that for the young people involved in the project, more 'groundwork' was needed to take place before they were ready to take on the challenge of creating a social action campaign. The development of a formal social action campaign would require regular contact with the young people over an extended period beyond the time frame of the project. In the first instance, the young people needed to appreciate and understand that they had a voice and that it mattered. **'Finding their Voice'** became the key focus of the project.
- 3.12 Engagement with the workshops and the museum visit did lead to more in-depth conversations with the young people involved and those involved were struck by their reflections and the profoundness of their thoughts and ideas.
- 3.13 Textile artist Rachel Johnston had proposed the creation of banners as the material output for a social action campaign. This outcome fitted perfectly with the aims of the project since the banner has a long history as a vehicle for making personal and political statements and the museum also has several regimental flags and banners on display. It was therefore decided to showcase the thoughts



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and ideas of the young people through a series of banners that they would design and create with Rachel's support. Some of the banners related to social action and some the young peoples' reflections on the world as they see and experience it today. Some were inspired by the museum's collections.

3.14 Finding Their Voice

*'What a poignant collection of pieces reflecting young people's thoughts on the state of the world today. Very thought provoking' (museum visitor)*

It was decided that rather than have a series of individual showcase events for each youth club, their work would have more impact if it was displayed in one exhibition.

The Showcase Event originally scheduled to take place over one weekend of the 12<sup>th</sup> and 13<sup>th</sup> August 2023 was extended until Monday 28<sup>th</sup> August 2023 due to quality of the work on display and its impact. The young people who attended the preview event on the 11<sup>th</sup> August were visibly excited to see their work on public display.

*'Amazing work with very important messages for us all! ...Your voices are important!'*

*'People need to take notice of this.' And 'Impressive messages.' (Museum visitors)*

3.15 Project Outcomes

Between February 2023 and August 2023, the project successfully engaged with young people across Portsmouth working with Portsmouth City Council's Youth Service. 73 young people have accessed the project with 21 young people participating on a more regular basis.

	Number of Young People		
	Engaged in a minimum of 1 workshop	Engaged with 3 or more workshops	Visited The D-Day Story
Portsea Youth Club	17	3	3
BYAC Youth Club	15	6	4

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Brook Youth Club	11	5	5
Hillside Youth Club	30	7	6
<b>Total</b>	<b>73</b>	<b>21</b>	<b>18</b>

#### 3.16 From the young people

*'Wow from workshop straight to a museum exhibition' (Young Person)*

The project has had a positive impact on the young people involved both collectively and individually. The young people have *'found such an interest in this.'* (Youth Centre Manager) and the *'young people have looked forward to the art sessions'* (Youth Centre Manager). Whilst there was varied engagement across the locations and sessions, positive working relationships were developed with a core group of young people. Collectively the young people have benefited from the project: *'The young people have enjoyed being able to say that they were involved in a project and that they will now be able to showcase their work. It is a great achievement and definitely something they can mention on a CV to show commitment and dedication.'* (Youth Centre Manager). The opportunity to visit The D-Day Story was also a positive outcome from the project: *'Some of the YP had never visited the D-Day museum and to be given that opportunity was great as they may not have opted to go there without this project.'* (Youth Centre Manager). For one young person who was going through a lot of changes *'to have the option to get involved and keep busy with something new was very beneficial to her.'* (Youth Centre Manager).

#### 3.17 From the youth centres

The workshops were a positive addition to the programme of activities at the youth centres. Conversations initiated by the project have continued beyond the workshops: *'... it has opened up a whole series of new convos around subjects such as LGBTQ+ and climate change.'* (Youth Centre Manager). Another Youth Centre Manager commented *'Our young people have learnt a lot and have started to open up and ask more questions about our past.'*

#### 3.18 From the museum

There have been several positives for the museum. A key objective for the museum since the 2018 redevelopment has been engaging with younger



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audiences so it has been fantastic to see so many young people engage directly with the museum displays during their private visits to the museum.

It has also been rewarding for the museum staff to see the impact on the young people themselves, not only throughout the project and the realisation of the importance of having a voice but their reactions to seeing their work on display. The public reaction to the

exhibition was also extremely positive, with multiple comments from visitors over the extended window on which the banners and other work were on display.

3.19 The project has also given the museum valuable insight into engaging with younger audiences which will inform future projects particularly ahead of the 80<sup>th</sup> anniversary next year.

3.20 Finally a notable success has been the collaboration between the museum and the Youth service. These working relationships throughout have provided the platform for the project to succeed and made a difference to the young people involved.

3.21 Whilst the young people involved in the project may not have developed a formal social action campaign as initially intended, they did develop and create an impactful and thought-provoking exhibition highlighting the issues that they believe are important today and that impact their daily lives.

.....  
Signed by  
**Stephen Baily**  
**Director of Culture, Leisure and Regulatory Services**

**Appendices:**

Appendix 1: Youth Engagement (Banners), *Examples of the work created by the young people involved in the project.*

**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:



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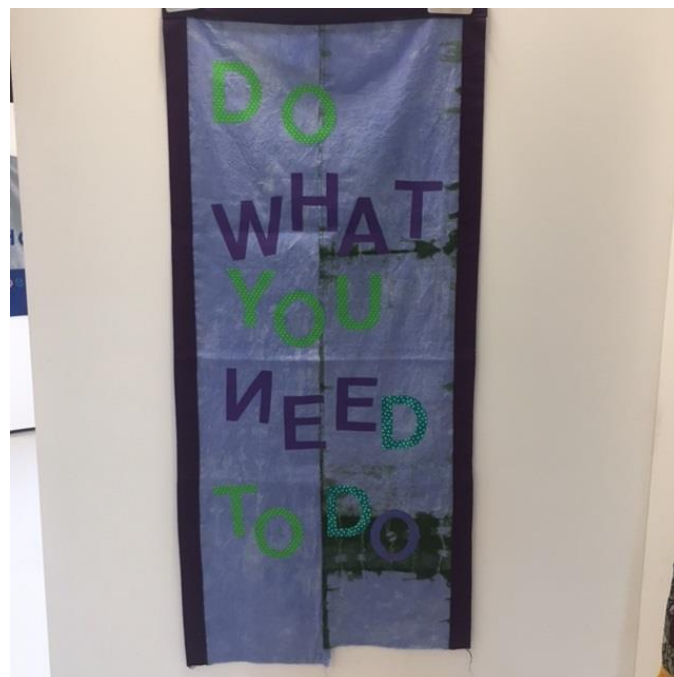
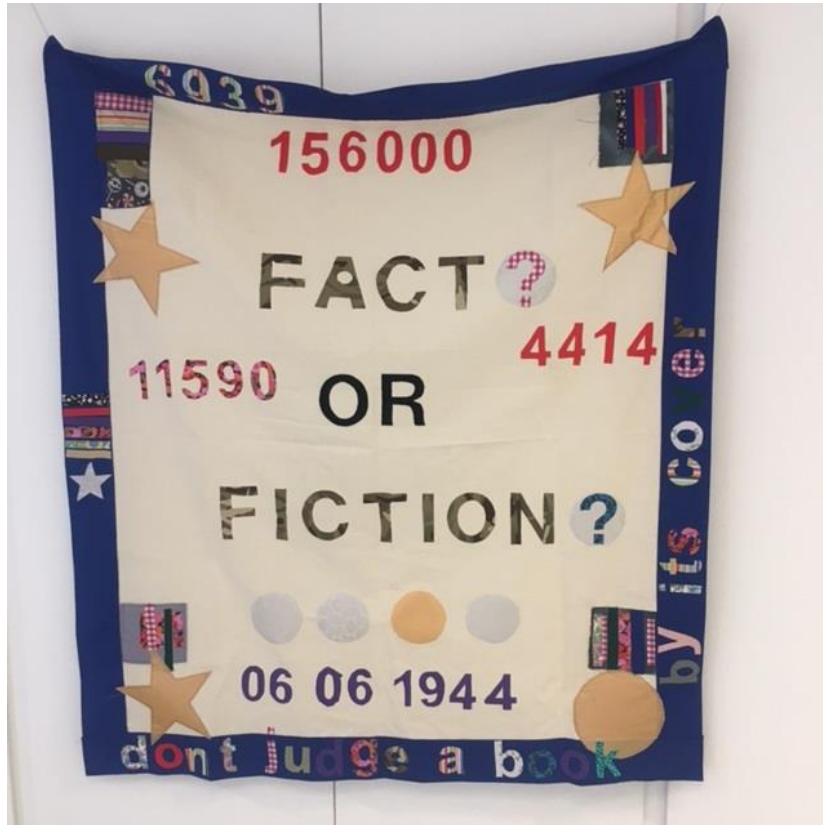
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Appendix 1 to Youth Engagement Report - D Day Story

Examples of the banners created by the young people involved in the project  
and displayed as part of the  
**Finding Their Voice** showcase



Appendix 1 to Youth Engagement Report - D Day Story



Appendix 1 to Youth Engagement Report - D Day Story



Appendix 1 to Youth Engagement Report - D Day Story



# Agenda Item 8



## **THIS ITEM IS FOR INFORMATION ONLY**

**(Please note that "Information Only" reports do not require Integrated Impact Assessments, Legal or Finance Comments as no decision is being taken)**

<b>Title of meeting:</b>	Culture, Leisure and Economic Development Decision Meeting
<b>Subject:</b>	Ready, Set, Read! The 2023 Summer Reading Challenge
<b>Date of meeting:</b>	17 November 2023
<b>Report by:</b>	Director of Culture, Leisure and Regulatory Services
<b>Wards affected:</b>	All

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### **1. Requested by Cabinet Member for Culture, Leisure and Sport**

### **2. Purpose**

**2.1** To report on the Library and Archive Service's promotion, delivery and evaluation of Ready, Set, Read! The Summer Reading Challenge 2023.

### **3. Information Requested**

**3.1** The Summer Reading Challenge is an annual initiative for libraries that has been running in its present format for over twenty years. It is offered free of charge to all families in the city and is a key element of the Library and Archive Service's annual programme of activities. The aim of the Challenge is to promote literacy attainment by encouraging primary school-aged children to keep reading during the summer holidays. Children are invited to visit their local library to borrow books and set themselves a reading target. The children pick up incentives along the way and when they reach their target, they are rewarded with a certificate. The Challenge has a different engaging theme each year, this year's was entitled *Ready, Set, Read!* and was linked to sports and games.

**3.2** Members of the library outreach team targeted nineteen schools in the city with special assemblies to encourage children to take part in the weeks leading up to the end of the summer term. An additional twelve schools were given digital presentations, prepared by the outreach team, that could be delivered in classrooms by teaching staff. The Challenge was also promoted during a special mass reading of Nick Sharratt's *Shark In The Park* in front of 1000 infant schools from across Portsmouth in Victoria Park on Wednesday 5 July before the actual launch in libraries on Saturday 8 July.

**3.3** Ninety disadvantaged pupils were selected by four schools in the north of the city to take part in Summer Reading Challenge Plus. Groups of these pupils from Beacon





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View, Highbury Primary, Portsdown and St. Paul's Primary undertook special visits to local libraries in the summer term to borrow books and complete the Challenge before the summer holidays. This initiative is aimed at addressing the lack of participation by some disadvantaged pupils and their families in the city over the summer holidays.

- 3.4 Older, secondary school-aged children, were recruited to supported library staff in eight branches by volunteering to help listen to children talk about the books they had read during the Challenge. Thirty, out of thirty five Summer Reading Challenge volunteers this year were aged between twelve and twenty four. This volunteering is a great opportunity for young people to develop transferable skills and populate CVs as they progress through school and beyond. Fourteen of the young people were using the hours they volunteered to contribute towards a Duke of Edinburgh's Award. A total of 486 hours were volunteered during the summer holidays.
- 3.5 From the period of 8 July to 16 September, over 36,000 children's books were issued in Portsmouth Libraries. A total of forty-eight activities, the vast majority of these free of charge, were delivered by libraries during the summer holidays and attended by 1500 children and families.
- 3.6 By the end of the summer, 3165 children had signed up to take part and 1508 of them had gone on to successfully complete the Challenge. This completion rate (forty-eight per cent) follows an annual trend but the numbers of children who actually completed the Challenge is up by over eight per cent on last year. School Library Service once again offered book-themed bean bags for school libraries to the top six participating schools (Appendix A).
- 3.7 Children also have the option of completing the Challenge online, where they unlock digital rewards and can download a certificate when they have completed. The number of children taking part online remains relatively small with over ninety per-cent of children and families choosing to take part by visiting public libraries in person.
- 3.8 Once again, the Library and Archive Service partnered with colleagues from the Museum Service and held a 'Winners' Event' at Southsea Castle on Sunday 24 September. Over 3500 children and families attended during the day and children were able to pick up a special medal for completing the Challenge. As well as promoting the Castle to a large number of city families, other activities were available, including a special puppet show performance delivered by the Doyle Detectives, treasure hunts, facepainting, storytelling and a silent disco. In keeping with the

Challenge's sports and games theme, children had the opportunity to take part in some activities promoting health and fitness.



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.....  
Signed by  
**Stephen Baily**  
**Director of Culture, Leisure and Regulatory Services**

**Appendices:** None

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

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

Title of document	Location

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**Appendix A**

**Summer Reading Challenge 2023: Participation by school**

School	School roll	Registered	Completed	Completion rate
Cumberland Infant School	179	63	37	20.7%
St John's Cathedral Catholic Primary School	213	60	41	19.2%
Solent Infant School	267	79	51	19.1%
Bramble Infant School and Nursery	173	70	32	18.5%
Langstone Infant School	250	71	44	17.6%
Moorings Way Infant School	149	37	19	12.8%
Court Lane Infant Academy	342	94	43	12.6%
Wimborne Primary School	559	101	59	10.6%
St Swithun's Catholic Primary School	313	59	30	9.6%
Highbury Primary School	406	65	35	8.6%
Meon Infant School	177	43	15	8.5%
Devonshire Infant School	181	30	14	7.7%
Beacon View Primary Academy	357	53	27	7.6%
Court Lane Junior Academy	479	76	34	7.1%
Langstone Junior Academy	357	73	25	7.0%
Medina Primary School	203	25	14	6.9%
Westover Primary School	220	21	14	6.4%
Solent Junior School	363	57	22	6.1%
St Jude's CofE Primary School	421	87	22	5.2%
Ark Ayrton Primary Academy	418	34	19	4.5%
Meon Junior School	343	35	13	3.8%
Fernhurst Junior School	353	57	13	3.7%
St Paul's Catholic Primary School	303	26	11	3.6%
Portsdown Primary School	380	36	13	3.4%
Penbridge School	628	53	21	3.3%
Copnor Primary School	668	83	22	3.3%
Arundel Court Primary Academy and Nursery	553	27	18	3.3%
Ark Dickens Primary Academy	411	26	13	3.2%
Milton Park Primary School	386	20		3.1%



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			12	
Cottage Grove Primary School	401	27	12	3.0%
Mayfield School	540	49	15	2.8%
Southsea Infant School	181	12	5	2.8%
King's Academy Northern Parade (Infant)	262	29	7	2.7%
Craneswater Junior School	747	52	18	2.4%
St George's Beneficial Church of England	335	14	8	2.4%
Manor Infant and Nursery School	214	15	5	2.3%
King's Academy College Park (Infant)	335	36	6	1.8%
New Horizons Primary School	540	34	8	1.5%
The Flying Bull Academy	416	32	6	1.4%
Gatcombe Park Primary School	209	18	3	1.4%
Corpus Christi Catholic Primary School	298	47	4	1.3%
King's Academy College Park (Junior)	455	25	6	1.3%
The Victory Primary School	406	7	3	0.7%
King's Academy Northern Parade (Junior)	441	16	3	0.7%
Stamshaw Infant Academy	207	15	0	0.0%
Stamshaw Junior School	240	11	0	0.0%
Mary Rose Academy	182	1	0	0.0%
Cliffdale Primary Academy	183	3	0	0.0%

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# Agenda Item 9



## **THIS ITEM IS FOR INFORMATION ONLY**

**(Please note that "Information Only" reports do not require Integrated Impact Assessments, Legal or Finance Comments as no decision is being taken)**

<b>Title of meeting:</b>	Culture, Leisure and Economic Development Briefing Meeting
<b>Subject:</b>	Update on Tourism and Visitor Economy activity, April to September 2023
<b>Date of meeting:</b>	17 November 2023
<b>Report by:</b>	Director of Culture, Leisure and Regulatory Services
<b>Wards affected:</b>	All

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### **1. Requested by**

1.1. The Director of Culture, Leisure and Regulatory Services.

### **2. Purpose**

2.1. To update on activity and results related to the Tourism and Visitor Economy Strategy 2023-28 and associated Visit Portsmouth Tourism Marketing Communications Plan 2023-24. The report covers the period March to September 2023.

### **3. Information Requested**

#### **3.1. Domestic marketing - main season campaigns**

In March we marked English Tourism Week with a season launch event with tourism partners at the Mary Rose and used the week to promote a range of offers from local tourism businesses to raise awareness and encourage local residents to visit attractions and events on their doorstep.

3.2. The new Portsmouth Visitor Guide and Mini Guides were already in distribution by this time and this continued throughout the report period, staying visits being encouraged with both hard copy distribution and a digital download campaign.

3.3. We also launched our first major campaign for 2023-24, funded jointly by Visit Portsmouth, South Western Railway, Victorious Festival, Gunwharf Quays and The D-Day Story.



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- 3.4. The campaign's aim was to raise awareness of Portsmouth and drive visits over the Easter period. The outdoor aspects, booked through Global Media, focussed on Waterloo station with large digital advertising posters at the entrance to and on the escalators into the London Underground.
- 3.5. The campaign ran with the new tagline for the year: *'Portsmouth, the Place to Be in 23'*. An in-house digital campaign ran alongside using the same creative. The digital posters were booked for a total of 907,200 plays, Global went on to deliver 1,119,273 - a 23.38% increase. The in-house digital campaign generated over 1.2 million impressions, with a reach of more than 440,000. Full details are available in the Visit Portsmouth March-April 2023 Campaign Report at Appendix 1.
- 3.6. In June we launched our summer campaign. This and the following autumn campaign were paid for by Visit Portsmouth and partners Victorious Festival, Portsmouth Historic Dockyard, Spinnaker Tower, Gunwharf Quays, The D-Day Story and South Western Railway.
- 3.7. We again wanted to focus on encouraging rail travel while reaching the largest amount of people. For this campaign we booked advertising space with JC Decaux after the company offered a selection of different options to what had been utilised previously, including the large impactful advertising boards at Waterloo Station. Partners agreed to trial these new options which offered good value for money.
- 3.8. As well as the poster sites there was an in-house digital campaign running alongside (and beyond), with budget set aside for Meta (Facebook and Instagram) ads, in addition to the mobile ads included by JC Decaux as an added extra.
- 3.9. The London campaign with JC Decaux drove over 4.76 million impressions, with nearly a quarter of a million over-deliveries. Our in-house digital campaign delivered over 2.6 million impressions, reaching 1.28 million people. A click through rate 140% above the industry average was achieved, and our cost per click was just 22% of what others typically pay. The Visit Portsmouth website saw increases in users (10.6%), sessions (11.2%), page views (6.4%) and pages per session (0.6%) during the campaign. Full results including imagery available in the Visit Portsmouth Summer 2023 Campaign Report at Appendix 2.

### 3.10. **Digital Marketing**

Between April and September 2023, the Visit Portsmouth website welcomed 411,623 users, who drove 958,134 page views. Over the same period our reach on Facebook was 1,851,373 and we saw an increase in page likes of 463. Our Instagram reach was 142,382 and we had 520 new followers. On Twitter/X we saw



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185,500 post impressions and had 182 new followers.

- 3.11. Partners have featured heavily in social content, including a share of Warrior Webcam for Portsmouth Historic Dockyard (that reached 42,900 accounts), and live updates from the Victorious Festival that over the weekend had a reach of 55,152 partners also featured heavily in PR/outreach (detailed below), in imagery, content and video.
- 3.12. **Press and PR Support**  
The team are of course keen to support all things tourism across the city and try to attend and then post on our digital channels about new openings and events as often as possible.
- 3.13. In the past six months this has included Comic Con, Spinnaker Tower Sky Bar, Standing with Giants, PortsFest, Look Up Portsmouth and Clipper Race Start - plus blogs for Coronation events, Victorious Festival, Great South Run, Portsmouth International Kite Festival, Armed Forces Day and Southsea Food Festival.
- 3.14. Video was created and displayed at large events to promote the wider city, including on the big screens at Victorious Festival between acts and at the Formula Kite European Championships.
- 3.15. Video and imagery was also shared widely for others to promote Portsmouth to their own networks. Among those provided content to share were England's Coast, Tourism South East, Key Cities, South Western Railway and Southern Rail. New content has also been written and submitted to the likes of Wightlife, Family First, Visit Britain/Visit England and Waterside magazine - detailed further in point 3.31.
- 3.16. **Portsmouth Partnerships**  
Partnership working is key to the success of Visit Portsmouth activity - we are a very small team - and to the success of Portsmouth as a thriving visitor economy.
- 3.17. In 2023, with Director approval and partner support, we trialled a new membership option for businesses to pay once for a range of activity throughout the year and enable better planning for all.
- 3.18. Four levels of membership were trialled for tourism businesses, excluding accommodation members who had a separate scheme with three levels. When setting prices, we ensured partners were not paying any extra and were actually getting more support with a range of digital marketing extras added at no cost.
- 3.19. The team are regularly reporting back on activity and results to partners and we will look to continue the scheme in future years.



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**3.20. Regional and National Partnerships**

Our principal regional partnership is with Tourism South East (TSE) who provide a range of marketing services and support. Most of our international marketing is carried out in conjunction with TSE along with Group and MICE (meetings, incentives, conferences and events) marketing.

3.21. Since the pandemic the Visit Portsmouth team have picked up MICE marketing using the VIP - Venues in Portsmouth - pages on the Visit Portsmouth website. In 2023 we joined the TSE Meet Beyond London campaign, funded jointly with a selection of partners, and as part of this recently hosted a familiarisation visit for event bookers from PA Life to the city.

3.22. Another key regional and national partnership has been via paid membership of England's Coast who provide a range of activity, information and support, marketing both in the UK and to the Europe market, this year under the banner of 2023, Year of the Coast.

3.23. The regional railway companies continue to be key partners as we strive to encourage more visits to the city by sustainable transport, a challenge during periods of strike action.

3.24. South Western Railway continue to be our biggest supporter offering both free promotion of the city and financial support to our London-centric campaigns. We also work closely with Govia Thameslink which operates Southern Rail, providing regular information and updates to enable them to promote the city.

3.25. To further encourage visitors to the city to walk around or use public transport when they arrive by train, we created and funded an eye-catching large poster display in Portsmouth and Southsea station including a map showing places of interest and the average walking times to each.

3.26. Nationally we continue to work with Visit England/Visit Britain, attending and supporting marketing events, webinars etc and working with relevant team members to update Portsmouth content and push out Portsmouth news stories.

**3.27. International Marketing**

In March 2023 the Visit Portsmouth team attended Explore GB, Visit Britain's principal international marketing event. Over four days 50 meetings were held with international buyers with a focus on Europe and North America markets. A number of providers already had Portsmouth on planned itineraries and others were looking to add for 2024, follow up emails and any requested additional information was sent to all.



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- 3.28. With a continued focus on North America and Europe, seeing these as the quickest markets to regain traction in the UK, we signed up to TSE international marketing programmes for the US and Canada, France, Germany and Netherlands. This activity will take place between September 2023 and March 2024.
- 3.29. Visit Portsmouth were also partners in the Brittany Ferries Visit Britain Gateway-funded marketing campaign this year. This aimed to drive more French visitors to visit the UK via Brittany Ferries south coast ports. The campaign over-delivered on all metrics with bookings of around £350,000 in value across the campaign.
- 3.30. The International Port is another key partner, and a further aspect of our international marketing is supporting and growing the value to the city's businesses of visiting cruise liners. The team are members of the Shaping Portsmouth Cruise Programme and support the volunteer cruise greeters with information and publications. In addition, the team liaise with shore excursion companies, providing information and itineraries as requested and will be co-hosting the next Cruise Business Event in November.
- 3.31. The team also run an Information Hut at Victorious to promote the wider city offer. Activity is also carried out to make sure that those tourism businesses outside of the festival footprint get additional promotion in the form of physical banners, a blog and social media posts in the run up to and during the event.
- 3.32. As part of our service level agreement TSE provide a press service for the city and have pitched 23 stories so far this year - results still pending. Their activity also included 67 social media posts, generating 20.9k impressions and just under 111k page views of Portsmouth pages on their website.
- 3.33. The Visit Portsmouth team also respond directly to press requests, so far this year this has included writing copy for Wightlife, Booking with Kids and Great Days Group Travel, an interview on BBC Solent breakfast, hosting a Visit Britain influencer visit and articles in inews for the Mary Rose 4D, Southsea Food Festival and the Queens Hotel.
- 3.34. The team provide a Visitor Information Service in a stand-alone point at the Hard in the bus station and also in the D-Day Story and at Portsmouth Museum and Art Gallery. The Hard Info Point remains popular and welcomed over 17,000 visitors between April and September this year. We have also assisted the library service in the creation of an Information Point in Central Library and keep other points at the International Port and Gunwharf Quays well stocked with leaflets about the city.
- 3.35. We continue to hold regular Destination Network Meetings which are well attended and well-liked by our city partners. To date we have held four meetings since April and are well on target to exceed the agreed number of six per year.



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- 3.36. Working with the Safer Streets project we have been able to replace and update all the Millennium Promenade panels, the Millennium Promenade booklet and create a new Kid's Guide. The new panels and booklet include QR codes to link to pages on Visit Portsmouth where more information can be found including a section on famous Portsmouth women and Safe Spaces in the city.
- 3.37. A further report will follow in March 2024 to update further regarding activity against the strategy objectives.

.....  
 Signed by  
**Stephen Baily**  
**Director of Culture, Leisure and Regulatory Services**

**Appendices:**

Appendix 1: Visit Portsmouth March-April 2023 Campaign Report

Appendix 2: Visit Portsmouth Summer 2023 Campaign Report

**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



## Visit Portsmouth March-April 2023 Campaign Results

Visit Portsmouth once again teamed up with partners from across the destination and beyond, to promote the city with an advertising campaign reaching people living in and travelling around London. This early-season campaign, running from March to April, was designed to drive interest ahead of the main booking period and to reach people just before the Easter holidays.

Our partners were South Western Railway, Victorious Festival, The D-Day Story, and Gunwharf Quays, which each contributed to the campaign cost and featured in the advertising creative. Spinnaker Tower and Portsmouth Historic Dockyard were included within the campaign's digital element (detailed below), to provide them with some additional promotion.

The campaign was delivered in two parts, with physical poster sites booked in London, and support in the form of a digital campaign run on social media (which linked to a designated landing page on the Visit Portsmouth website).

The objective was to not only drive awareness of and interest in Portsmouth as a short break destination, but also foster feelings of the city having a big year ahead and engender a fear of missing out for anyone not visiting. This was encapsulated in the campaign's main message and theme: *Portsmouth: The place to be in '23*.

This title accompanied all creative across the poster sites, social ads and website content.

### Poster sites

We instructed Global to deliver the poster advertising in London, having used them for all recent campaigns and seeing both good results and consistent over-delivery.

With a total budget of £25,000 (allowing £23,385 for ad spend and £1,615 for print), we booked:

#### **Phase 1:**

London Underground and Waterloo station

Two weeks (20 March – 2nd April)

Digital landmark

Digital escalator panels

Digital 12 sheet

The 12 sheet was located by the ticket hall, at the top of the escalators.

Digital sites deliver 10-second ads in 60-second loops; 24 hours a day, seven days a week.

#### **Phase 2:**

London Underground

Two weeks (27 March – 9 April)

12 sheet posters at 25 sites across seven locations (see below)

Sites were carefully selected to include key stations for the campaign and drive high impacts.

The poster sites were: Charing Cross, Green Park (x3), Knightsbridge (x2), South Kensington (x5), Victoria (x3), Waterloo (x10) and Westminster.

Specifically:

**Charing Cross** - Way in from Strand escalators to Northern Line

**Green Park** - Concourse at foot of Jubilee Line escalators

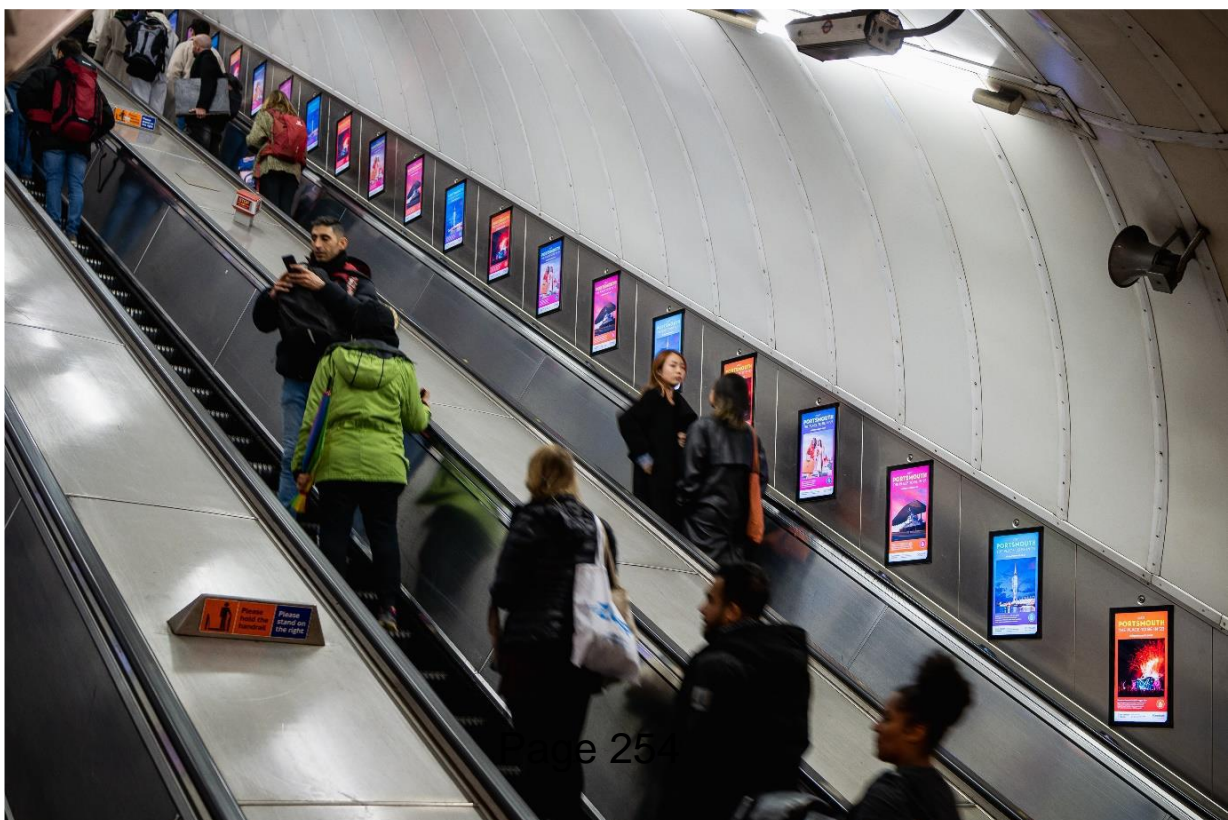
**Knightsbridge** - Area at foot of escalators to/from Brompton Road (Harrods); and Sloane Street ticket hall and exits

**South Kensington** - Subway between ticket hall and museums; and low-level corridors to/from Piccadilly Line platforms

**Victoria** - Area at foot of interchange escalator to/from Main Line Street

**Waterloo** - Area at foot of Bakerloo Lane escalator and to platform; centre concourse and corridors to/from platforms; Northern Line platform 1 northbound; Bakerloo Line platform 3 northbound; and centre concourse and corridors to/from platforms

**Westminster** - District Line platform 2 eastbound



## Poster campaign – results

The digital posters were booked for a total of 907,200 plays. Global went on to deliver 1,119,273 – a 23.38% increase.

The specific break-down by ad format was:

### **Digital 12 sheet – Underground**

Sites: 1

Booked: 15,120

Delivered: 20,561

Over-delivery: +35.99%

### **Digital Escalator Panel – Underground**

Sites: 58

Booked: 876,960

Delivered: 1,025,091

Over-delivery: +16.89%

### **Gateways – Underground**

Sites: 1

Booked: 15,120

Delivered: 73,621

Over-delivery: +386.91%

### **Total**

Sites: 60

Booked: 907,200

Delivered: 1,119,273

Over-delivery: +23.38%

The static 12 sheets, meanwhile, were posted for an additional 18 days, which equates to a media value of £21,450, provided at no extra cost to us.

## Digital campaign

To support our Easter campaign in London we ran a series of social media ads to reach people who live in or had recently visited the places where our posters were displayed. These ads used the same (or very similar) creative to the posters to capitalise on familiarity and push the same message either to new audiences or to reinforce it among those who had already seen the posters.

The budget was split to run separate ads to promote each partner, as well as a catch-all ad that used all the creatives and pushed the destination as a whole. Each separate ad used micro-targeting to reach a specific audience. Whilst people interested in short breaks, holidays, city breaks etc. were targeted across all ad sets, the Victorious Festival ad also reached those with an interest in live music, D-Day targeted those interested in history and museums, Gunwharf Quays included shopping, and so on.

All ads linked back to a designated landing page on the Visit Portsmouth website, featuring content and imagery that covered all the partners in detail, as well as a wider city message. Again, near-identical creative to the wider campaign was used on this page for familiarity.

The digital campaign spend was £3,500 - which was split to include £1,000 on the catch-all ad, then £500 each for: The D-Day Story, Portsmouth Historic Dockyard, Gunwharf Quays, Victorious Festival

and South Western Railway (using the Spinnaker Tower imagery but with content that spoke of sustainable [and quick] travel to the coast).

### Digital campaign – results

In total the campaign generated over 1.2 million impressions, with a reach of more than 440,000. It drove just under 15,000 clicks (of which almost 8,500 were through to the Visit Portsmouth website, with the remainder being engagements with the ads).

Using previous campaigns as the best like-for-like comparison (in this case a digital campaign from 2022 using static imagery and targeting a London audience to support a physical poster campaign), we would expect for the budget to get: 1,158,500 impressions, 567,000 reach and 7,945 clicks. To that end our actual impressions were 6.33% above target, reach was down 21.8% (where more users were presented with the ads numerous times), and clicks were up 88%.

More detailed figures can be found below, including the total results as well as a breakdown by ad.

#### **Total**

Spend: £3,500

Impressions: 1,231,836

Reach: 443,396

Clicks: 14,953 (of which 8,493 were link clicks and 6,460 were ad engagement clicks)

#### **Catch-all**

Spend: £1,000

Impressions: 387,178

Reach: 184,834

Clicks: 3,075 (of which 2,419 were link clicks and 656 were ad engagement clicks)

#### **The D-Day Story**

Spend: £500

Impressions: 161,057

Reach: 86,641

Clicks: 2,032 (of which 1,159 were link clicks and 873 were ad engagement clicks)

#### **Portsmouth Historic Dockyard**

Spend: £500

Impressions: 160,560

Reach: 92,112

Clicks: 2,288 (of which 1,226 were link clicks and 1,062 were ad engagement clicks)

#### **Gunwharf Quays**

Spend: £500

Impressions: 181,364

Reach: 88,496

Clicks: 1,730 (of which 1,151 were link clicks and 579 were ad engagement clicks)

#### **Victorious Festival**

Spend: £500

Impressions: 146,204

Reach: 80,545

Clicks: 1,707 (of which 1,071 were link clicks and 636 were ad engagement clicks)



**South Western Railway/Spinnaker Tower**

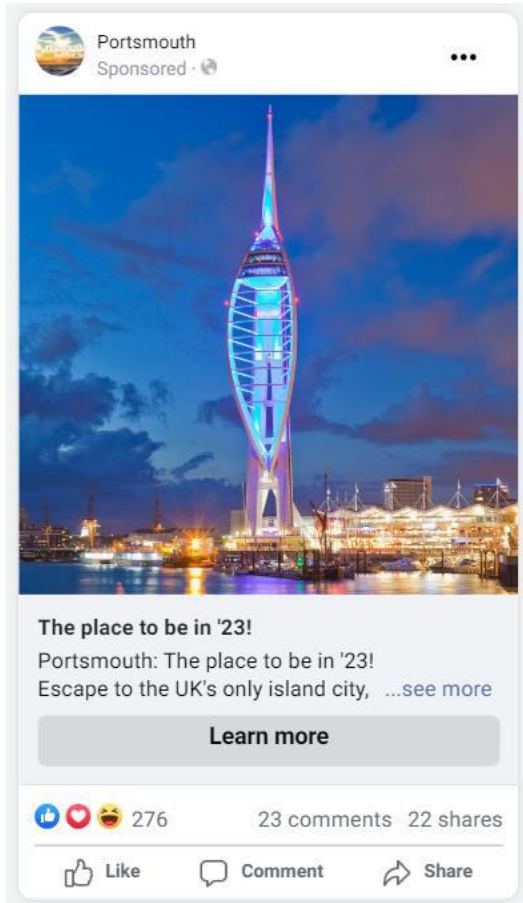
Spend: £500

Impressions: 195,473

Reach: 125,089

Clicks: 4,121 (of which 1,467 were link clicks and 2,654 were ad engagement clicks)

Examples of ad creative:



Portsmouth Sponsored · 🌐

**The place to be in '23!**  
Portsmouth: The place to be in '23!  
Escape to the UK's only island city, ...see more

[Learn more](#)

👍❤️😄 276    23 comments    22 shares

👍 Like    💬 Comment    ➦ Share



Portsmouth Sponsored · 🌐

**The place to be in '23!**  
Portsmouth: The place to be in '23!  
Enjoy world-class attractions, ...see more

[Learn more](#)

👍❤️😄 295    15 comments    14 shares

👍 Like    💬 Comment    ➦ Share

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**VISIT PORTSMOUTH  
SUMMER 2023  
CAMPAIGN REPORT**

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Visit Portsmouth ran a summer marketing campaign from June to August 2023, targeting London and the surrounding areas as people planned their travel for the summer holidays and beyond. It was made possible through support from our partners: Victorious Festival, Portsmouth Historic Dockyard, Spinnaker Tower, Gunwharf Quays, The D-Day Story and South Western Railway.

For the 2023 campaign Visit Portsmouth booked advertising space with JC Decaux after the company offered a selection of different options to what had been utilised previously, including the large impactful advertising boards at Waterloo Station. Partners agreed to trial these new options which offered good value for money.

As well as the poster sites there was a digital campaign running alongside (and beyond), with budget set aside for Meta (Facebook and Instagram) ads, in addition to the mobile ads included by JC Decaux as an added extra - further details below.

### **Campaign results at-a-glance**

The London campaign with JC Decaux drove over 4.76 million impressions.

There were nearly a quarter of a million over-deliveries.

Our digital campaign delivered over 2.6 million impressions, reaching 1.28 million people.

We achieved a click through rate 140% above the industry average, and our cost per click was just 22% of what others typically pay.

The Visit Portsmouth website saw increases in users (10.6%), sessions (11.2%), page views (6.4%) and pages per session (0.6%) during the campaign.

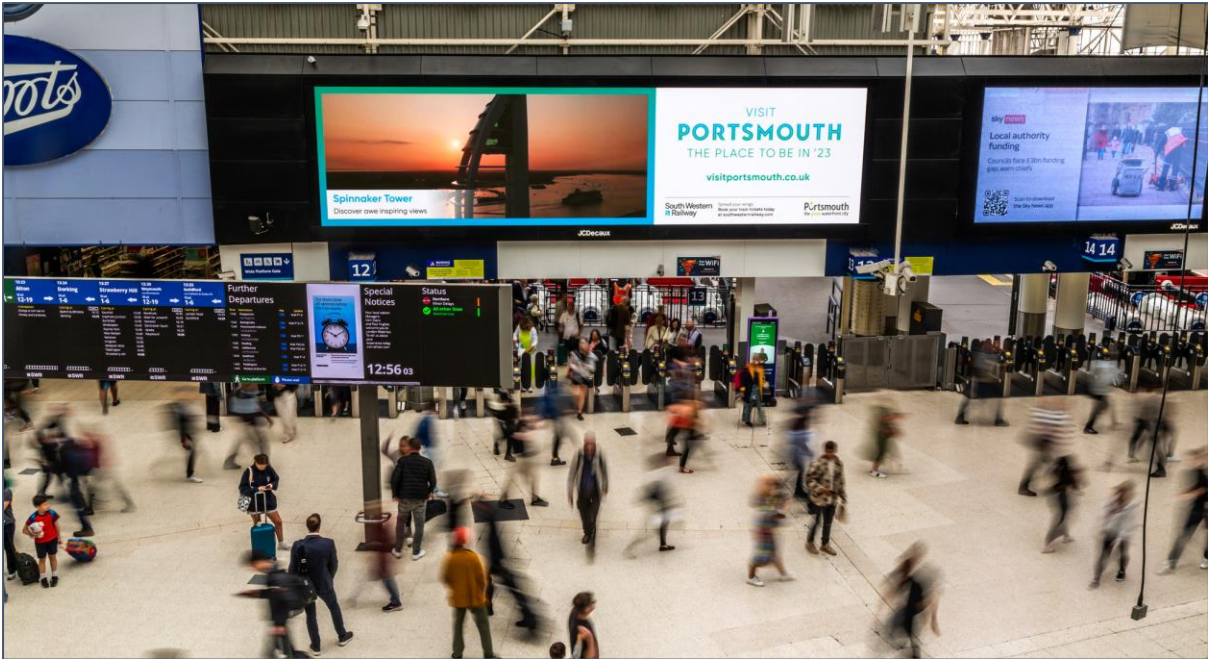
### **London poster campaign**

For the London poster campaign with JC Decaux we took 1x Digital Rail Special and 24x Rail D6 posters. These were displayed from 26 June to 9 July, with the D6 posters live all day and the Rail Digital Special running 4pm to 7pm Tuesday to Friday and 10am to 4pm Saturday (for the Commuter and Leisure Commuter audiences respectively).

The Digital Rail Special utilised five different creatives - one each for Portsmouth Historic Dockyard, Victorious Festival, Gunwharf Quays, Spinnaker Tower and The D-Day Story. All had a striking image or video, alongside the Visit Portsmouth name and our campaign tagline: The Place to be in '23. South Western Railway was included in a banner along the bottom of every ad, which included the brand logo and URL for booking.

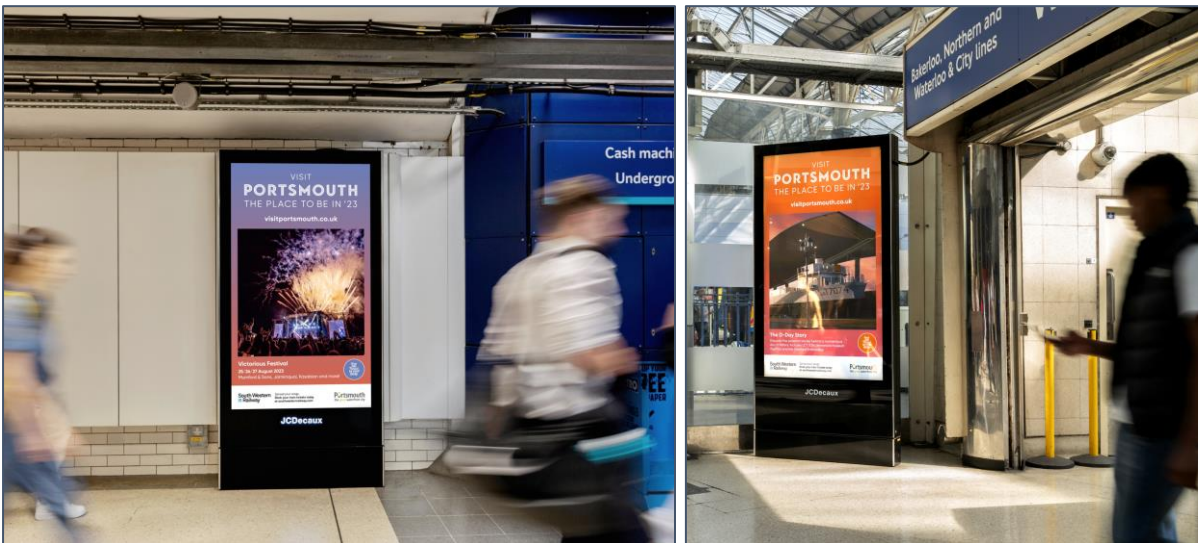
The Victorious Festival and Spinnaker Tower adverts used video, whilst the remaining three had still imagery.





*An example of the Digital Rail Special in place, showing a Spinnaker Tower advert.*

The D6 posters all used still imagery, and featured the Visit Portsmouth name and tagline at the top, with South Western Railway details at the bottom.



*Rail D6 ads in place, showing ads for Victorious (left) and The D-Day Story (right).*

### Poster campaign - results

In total these posters generated 4,429,375 impressions - a 5.8% increase on the projection of 4,186,555.

As part of their offer JC Decaux also included mobile ads, which are detailed further in the Digital Campaign section below. When the posters and mobile ads were combined, the JC Decaux campaign as a whole generated 4,765,445 impressions. This is an over-delivery on what was promised of 5.5%, or 248,639 impressions in real terms.

Midway through the campaign JC Decaux ran a series of Visual Impact Measurements, to see what in the ads drew and held people's attention, where they looked and how long they dwelled on an advert.

It showed that the imagery was strong and had good interest, with skylines and people/faces doing particularly well. There was also a good showing for the Visit Portsmouth name and messaging, with people's eyes journeying through the ad from the image to the name and downwards to the additional information.

That said, video was found to draw and hold attention more than still imagery, so this has been considered for part two of the campaign for autumn, where we will try to use more video where possible.

### **South Western Railway**

Whilst SWR didn't have an advert in its own right, the operator was included on every single poster across both the Digital Rail Specials and Rail D6s. The footer-style banner included the brand name, logo and URL, and London locations were selected where South Western Railway operates services to Portsmouth (to not only promote SWR but encourage more people to take the train on one of its major routes).

SWR was also included within the landing page on the Visit Portsmouth website, being mentioned in the content's introduction, with links to both the South Western Railway website and also its SWR Rewards platform. This was not only because SWR is a key partner but also to further promote sustainable travel into Portsmouth.

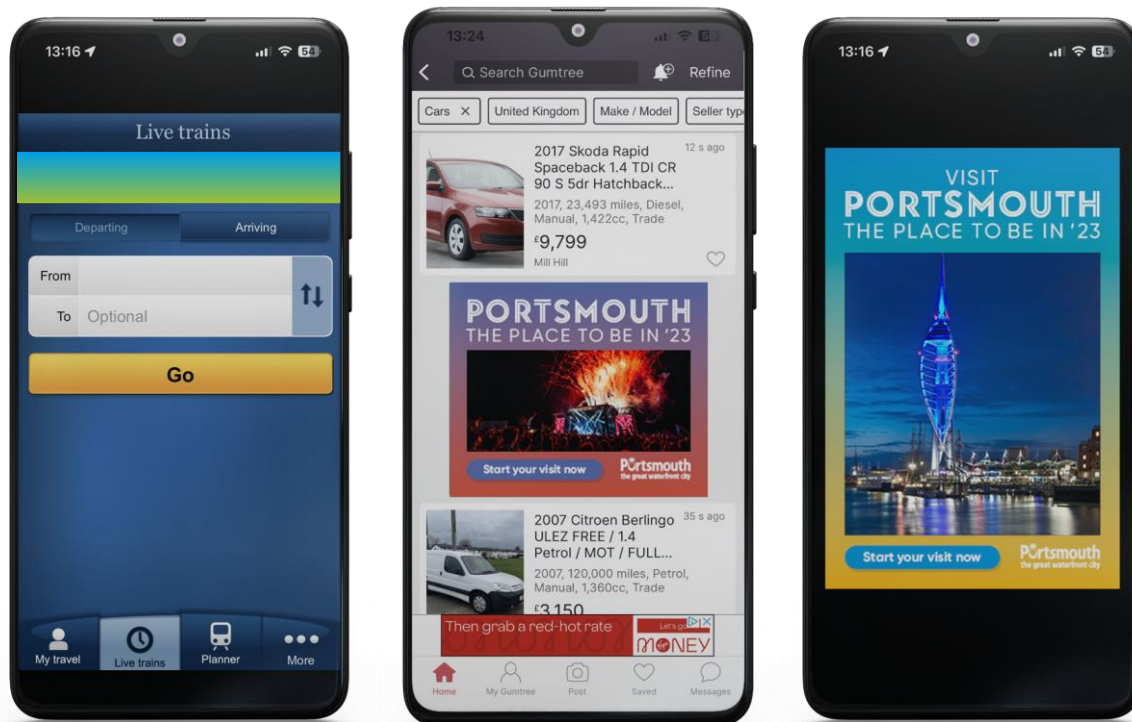
During the course of the digital campaign there were strike days where services were impacted. As such we didn't include a dedicated South Western Railway ad within the digital element of the campaign, to ensure we didn't have negative sentiment among the comments and replies. SWR will feature more heavily in the autumn digital campaign, along with a sustainable travel message, provided no further industrial action takes place. If it does we will consider other ways to help promote SWR and the wider green travel message.

### **Digital campaign**

#### **Mobile app ads**

As noted above, JC Decaux ran a series of mobile app ads to support the digital poster sites. These promote brand awareness and ad recall, capitalising on our campaign being top-of-mind for those who had recently seen the digital posters.

The ads took the form of: banners, MPUs (Mid-Page Units) and Interstitials (full page ads). The second two used similar creative to the D6 poster sites, whilst the banners went with a more generic Visit Portsmouth text-only message to work within the very narrow dimensions.



*Mock ups of the ads for, left-to-right: Banner, MPU, Interstitial.*

These ran for the same period as the digital banners (26 June to 9 July).

JC Decaux delivers its mobile ads across a host of apps and channels, including Facebook, Instagram, YouTube, National Rail, Met Office, Parkrun, TuneIn, Snapchat and more.

The ads were initially delivered to those in London Waterloo and the immediate surrounds, but part-way through the campaign it was extended out to also cover Richmond, Twickenham, Guildford, and Clapham.

### **Mobile app ad results**

These ads generated 336,070 impressions, a 1.8% increase on the projected 330,251. The average view time was 12.4 seconds, an improvement on the 10 seconds JC Decaux more regularly sees.

The click through rate did especially well, with our 0.09% result eclipsing JC Decaux's average of 0.03 to 0.04%.

The best CTR was seen on Fridays (0.11%) followed by Tuesdays and Saturdays (both 0.1%). Worst was Thursdays (0.07%) followed by Mondays and Wednesdays (both 0.08%), although the range from worst to best isn't huge.

Perhaps unsurprisingly the larger ads delivered the best click through rate, with the narrow banners delivering the least.

### **Meta ad campaign**

The Meta ad campaign used identical imagery to the London poster campaign for familiarity and ad recall.

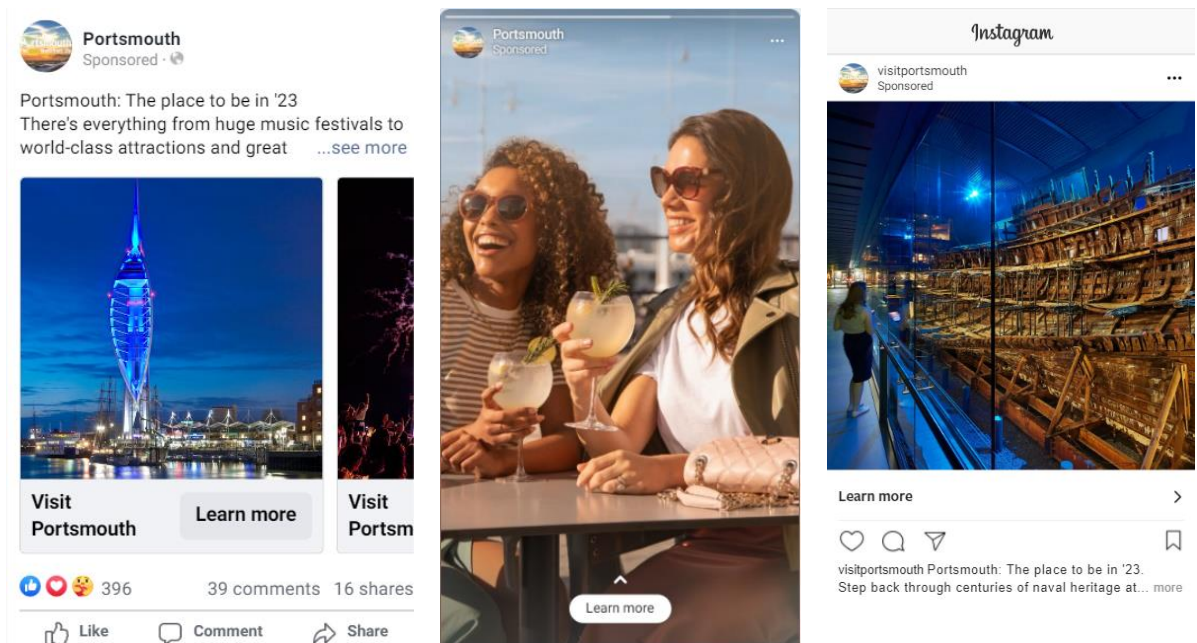


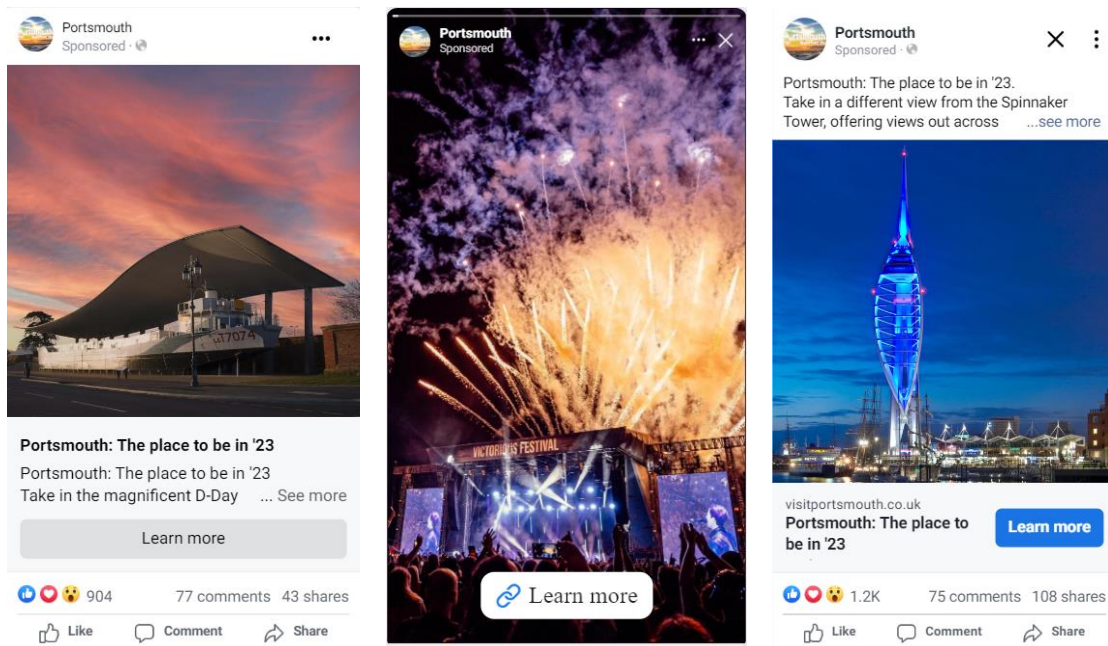
Last year we used a video-heavy campaign, utilising new film content to generate interest and awareness, albeit at the expense of clicks through to the website. This time, with no new video content and aiming to vary the ad creative, we elected for imagery. As such, clicks through to the Visit Portsmouth website were set as a campaign objective.

Clicks were directed towards a new landing page on the Visit Portsmouth website, featuring content about the main partners, as well as general information about the city. It also contained imagery from the campaign to reinforce familiarity.

Six separate ad sets were created, with the budget split evenly across partners. There was a main destination advert that pulled together all the campaign creative into one carousel and had a broad message to cover Portsmouth more generally - as well as individual ads for Portsmouth Historic Dockyard, Victorious Festival, Spinnaker Tower, Gunwharf Quays and The D-Day Story.

The carousel ad was optimised to show the best performing tile first, or the one which Facebook's algorithm thinks would have the most impact on each specific user - which also gave us the added benefit of shuffling the deck and ensuring certain partners aren't favoured in the running order.





*Screengrabs of the Meta ads in a variety of placements: the Destination ad as it appeared in the Facebook Feed, the Gunwharf Quays ad on Messenger Stories, the Portsmouth Historic Dockyard ad in the Instagram Feed, the D-Day Story ad in the Facebook Video Feed, the Victorious image ad in Facebook stories, and the Spinnaker Tower ad in the Facebook Business Feed.*

*Note: all ads appeared across numerous placements, the above is for illustration.*

All our ads targeted similar geographic areas (mostly those travelling in and around London, as well as places in easy reach of Portsmouth on South Western Railway's lines into the city). However, the demographic targeting was tweaked for each; the Victorious ads reaching those with an interest in live music, D-Day for history buffs, Gunwharf Quays for shopaholics, and so on.

The Victorious Festival budget ended up being split between two ads, with 70% going on static, image-based ads and click throughs like the others, whilst the remaining 30% went on a video ad delivered in the last few weeks running up to the festival, using the same creative as was used in the Digital Rail Special.

The digital campaign budget was initially split into two, with half the spend going on an initial two-week rush whilst the poster sites were live, and the remaining half to be spent over the remaining seven weeks, running throughout summer. However, August saw a real improvement in the Cost Per Click metric - which our Meta Ad Adviser attributed to lower auction competition over the summer months driving costs down. As such we used a portion of leftover budget (earmarked for late opportunities or to further boost the autumn campaign) in August to take advantage of these favourable conditions. This made the spend over time look more like an inverted bell curve.

### Meta campaign results

In total the digital campaign drove 2,624,182 impressions, with a reach of 1,279,999. With 27,709 link clicks we had a click through rate of 2.16% and a cost per click of 0.11.

Our achieved click through rate was 140% above average, with Wordstream benchmarking CTRs for the travel and hospitality industry at 0.9%. Wordstream also puts the industry's average cost per click at £0.50, making ours (£0.11) around a fifth of that.

### Website results

During the period of the London campaign (26 June to 9 July) the Visit Portsmouth website saw the following increases year-on-year:

Users +27.1%

Sessions +25.2%

Page Views +17.5%

New Users +28.4%

The Pages Per Session metric did see a -1.5% drop, though this would be expected owing to the large bounce rate anticipated on content-dense landing pages (especially those with multiple external links to other organisations).

Over the full period of the digital campaign (26 June to 28 August) the year-on-year increases were:

Users +10.6%

Sessions +11.2%

Page Views +6.4%

New Users +11.3%

Pages Per Session +0.6%

### **Looking ahead**

An autumn campaign has been prepared, using much the same tools, techniques and approaches as the above. We have again instructed JC Decaux to display digital posters in London, albeit with more video content this time and a newly created Destination video ad to play in between each partner ad. This means there will be a stronger destination message (also showing all partners) displayed more frequently.

A digital budget has been allocated for further Meta ads, although consideration will need to be given to the creative to avoid fatigue among users.



**Title of meeting:** Culture, Leisure and Economic Development Meeting

**Subject:** Update on Bransbury Park Leisure Centre

**Date of meeting:** 17 November 2023

**Report by:** Director of Culture, Leisure and Regulatory Services

**Wards affected:** Milton, Eastney & Craneswater

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**1. Requested by**

1.1. Cabinet Member for Culture Leisure and Economic Development

**2. Purpose**

2.1. To provide the Cabinet Member with update on the status of the Bransbury Park leisure centre project.

**3. Information Requested**

**3.1. Project status**

3.1.1 The project is fully resourced and is actively progressing towards a detailed design. Progression is continuing despite the effects of extremely high construction industry inflation.

3.1.2 It is clear, from information received from architects and specialist designers, that all comparable leisure centre construction schemes in the UK are facing similar inflationary challenges. Most are dealing with this in the same way as this project is doing – value engineering and reviewing the scope of the project.

**3.2. Value engineering**

3.2.1 The multi-disciplinary design team, in response to increasing costs, is targeting a specification that utilises off-the-shelf solutions instead of bespoke design. This will result in a more utilitarian final specification.

**3.3. Project scope**

3.3.1 The top-level scope of the project has remained unchanged since the start of the project:

- A main swimming pool and learner pool ('wet' leisure provision)
- A 'dry-side' health and fitness offer to support and complement the pools
- Additional accommodation to benefit the community (originally a community centre, now a GP surgery)

**THIS ITEM IS FOR INFORMATION ONLY**



- 3.3.2 Consultation with residents, the leisure operator BH Live, and Sport England has clearly described the composition of the 'wet' facilities – a main pool and a learner pool. The composition of the 'dry' facilities has been less well defined through consultation, other than the need for a gym to drive membership levels, supported by a latent demand study.
- 3.3.3 Since the start of the project the dry facility mix has included a small sports hall (2 or 3 courts). Advice from Sport England and BH Live is clear that a small hall is sub-optimal as it restricts the range of sports that can be played in it, and in most cases a 4-court hall is regarded as a minimum. Sport England defines halls with 2 courts or fewer as 'multi-purpose halls' rather than 'sports halls'. The Bransbury Park site cannot accommodate a 4-court hall.
- 3.3.4 It has become apparent, over the course of this project, that a 4-court sports hall at a school site in the centre of the city which is increasingly likely to soon become available to the community, where it previously had not been. This has allowed the project team to explore the possibility of removing the small sports hall which will significantly positively impact the financial viability of the project. Discussion with Badminton England has suggested that they would support the 4-court hall over the 2-court hall as beneficial to badminton clubs.
- 3.3.5 Consequently in order to allow time to revise designs to explore options without a sports hall the planning application, which was due to be submitted on 31 October, will now be submitted in early 2024 instead.
- 3.3.6 Officers are working towards a community use agreement (CUA) with the school to secure the facility for the community which, if confirmed, will provide a better overall solution for badminton provision in the city than the proposed two court sports hall would have been able to achieve.
- 3.3.7 Members will be updated again as soon as there is certainty on the new school provision.

.....  
Signed by  
**Stephen Baily**  
**Director of Culture, Leisure and Regulatory Services**

**Appendices:**

**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:



**THIS ITEM IS FOR INFORMATION ONLY**



**Portsmouth**  
CITY COUNCIL

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

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